

Role Profile

Part A - Grade & Structure Information

Job Family Code	12BF	Role Title	Transformation Manager
Grade	PS12	Reports to (role title)	Senior Programme Manager
		Directorate/School	CFLl
JE Band	519-613	Service/Department	CSC Transformation
		Date Role Profile created	Jul-24

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	The Transformation Manager role will lead on the delivery of high quality consultancy services for transformation and change initiatives across the Children, Families and Lifelong Learning (CFLl) Directorate, in support of Surrey County Council's strategic ambitions. Transformation Managers will lead on providing specialist operational and technical support for transformational programmes and projects. They will evaluate existing service provision and apply specialist expertise and judgement to develop innovative solutions in order to maximise service quality and meet customer requirements. Work will typically be focussed around service and organisational design, process reviews, workshop planning and delivery, project scoping, options appraisals, business case development, benefit realisation methodologies and benchmarking.
Work Context	The CFLl Directorate's key priorities are to improve children's social care; transform services for children and young people with additional needs and disabilities; enable all age learning; deliver new models for emotional wellbeing and mental health services; and health/social care integration. The role sits within the Children's Social Care Transformation or CFLl Savings team reporting to the Assistant Director. It will be a flexibly deployed resource that will play a key role in business transformation across the Directorate in support of these priorities. The team will develop and maintain strong and effective relationships across departments, programme teams, customers and key external partners. The team will develop and deliver service offerings and programme priorities and will also support the provision of best practice guidance, advice and coaching around programme and project management approaches and application.
Line management responsibility	May include line management responsibility for Assistant Transformation and Project Managers.
Budget responsibility	No formal budgetary responsibility. The Transformation Manager will have an indirect impact on Directorate budgets through their contribution to service planning and team development. They will be involved in projects and programmes that have a large impact on Surrey County Council's budget.

<p>Representative Accountabilities</p> <p>Typical accountabilities in roles at this level in this job family</p>	<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> <ul style="list-style-type: none"> • 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. <p>Work with others</p> <ul style="list-style-type: none"> • 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. <p>People Management</p> <ul style="list-style-type: none"> • 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. <p>Duties for all</p> <p>Values: To uphold the values and behaviours of the organisation.</p> <p>Equality & Diversity: To work inclusively, with a diverse range of stakeholders and promote equality of opportunity.</p> <p>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.</p>
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Education, Knowledge, Skills & Abilities, Experience and Personal Characteristics	<ul style="list-style-type: none"> • 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.
Details of the specific qualifications and/or experience if required for the role in line with the above description	<ul style="list-style-type: none"> • Degree or equivalent experience at management level, demonstrating both knowledge and practical application of change management, project management and continuous improvement methodologies. • Relevant consultancy skills, including: <ul style="list-style-type: none"> oProcess review tools and techniques, e.g. LEAN oWorkshop planning, facilitation and output oProject scoping, options appraisal and business case development oService and organisational redesign skills including Target Operating Model and blueprint development oBenefits realisation methodologies • Ability to liaise internally and externally at senior levels in a complex political environment to establish service requirements and priorities, and evidence of delivering tangible improvements to business processes and strategies. • Ability to lead and coach staff and to develop broader internal consultancy expertise. • Satisfactory DBS clearance is required for this role, and Consultants must be able and willing to travel across the county to attend stakeholder meetings.
Role Summary	<p>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.</p>

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