

Title Transformation Manager	Department Adult Social Care, Health and Public Protection	Post Ref. ASCH&PP/LTM
Job Purpose To provide business, policy development and strategic management support to the Service Directors, the Senior Leadership Team and the Extended Leadership Team, as required. The post will assist Service Directors to manage transformational projects and activity, and to deliver strategic priorities within the department, particularly in relation to the programme areas identified in the Adult Social Care and Health portfolio of Redefining Your Council.		
Key Responsibilities <ol style="list-style-type: none"> 1. To manage and deliver cross-cutting, transformational projects and programmes on behalf of the Service Directors, and in conjunction with the Programme Director, Transformation. 2. To have responsibility for all activity and co-ordination of all programme and project work ensuring financial reporting and the development and delivery of outcomes based performance measures. 3. To undertake and ensure quality assurance of all activity in the programmes and associated projects. 4. To lead strategic planning and delivery forums across the council and with partner organisations 5. To provide system leadership to deliver required project outcomes across partner organisations, with a focus on activity around integration with Health. 6. As a member of the departmental extended leadership team, providing overall leadership on aspects of departmental strategy and policy implementation together with collective responsibility for departmental performance and quality 7. To report progress to the Corporate Director, the Corporate Transformation Board and Elected Members. 	Key Accountabilities <ol style="list-style-type: none"> 17. Delivering on projects and programmes of work to time, budget, resources and performance, 18. Leading on embedding change within the department and within partner organisations. 19. Providing leadership to the wider department on areas of transformation and strategy. 20. The accuracy of information and data provided to enable strategic decision making by the Senior Leadership Team. 21. The effective and efficient commissioning of services fully utilising support functions and identifying opportunities to improve the efficiency of operations 22. Timely and appropriate intervention in off target services 23. To ensure that services supervised deliver value for money. 24. Setting ambitious and achievable targets in programme plans 25. Taking decisive action to ensure that programmes meet their budget and performance targets 26. Reporting off-budget issues where these impact on the departmental budget 	

<p>8. To have responsibility for the budget associated with the programmes and to have responsibility for ensuring there is sufficient capacity to carry out the work required by the programmes.</p> <p>9. Securing appropriate resources to complete allocated projects / programmes of work, in liaison with Service Directors, Group Managers and partner organisations.</p> <p>10. To analyse and interpret complex information in order to propose recommendations to the senior leadership team to enable strategic decision-making.</p> <p>11. To provide business and strategic management support to the Department's Service Directors and Senior Leadership Team, including dealing with correspondence, drafting reports and responses to correspondence from the public, MPs, Councillors and stakeholders in conjunction with Senior Officers.</p> <p>12. To provide appropriate, relevant and timely advice, guidance and information to elected members and officers on behalf of the Service Directors.</p> <p>13. To manage and supervise the work of immediate staff assigned to contribute to the projects / programmes of work for which the post holder has lead responsibility.</p> <p>14. To support the Service Directors in ensuring that the Department has an effective link with the Planning Policy and Corporate Services Department and Environment & Resources Department, in relation to finance, HR, complaints, ICT, communications and customer services.</p> <p>15. To organise meetings, events and activities involving a wide range of staff, stakeholders and Elected Members (as required) including specific responsibility for preparation of agendas, reports and presentations, drafting of business cases and the analysis (and presentation) of data to inform decision making.</p> <p>16. Working with Service Directors, to lead where appropriate and otherwise support the development and implementation of departmental procedures, policies and strategies. This requires a high degree of cross-departmental working, particularly with Group and Team Managers.</p>	<p>27. To disseminate the organisation's culture and values into individual services.</p> <p>28. The quality, accuracy and timeliness of written reports and presentations, and the successful organisation and oversight of meetings and activities, as required.</p> <p>29. The quality of departmental plans and strategies, together with items of communication from the Department to the wider council and partner organisations,</p> <p>30. The quality, accuracy and timeliness of written correspondence sent to the public, MPs, Councillors and stakeholders on behalf of the Service Directors.</p> <p>31. The effectiveness of the day-to-day coordination of activity within the council and between the Council and Partner organisations.</p>
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Person Specification

Education and Knowledge

1. Degree and/or management qualification or equivalent Experience.
2. Deep knowledge and current understanding of the main issues and influences affecting adult social care services, health services and the wider operations of local government or a similar organisation.
3. Understanding of management of staff and business priorities, the structures of the County Council and Adult Social Care, Health and Public Protection, the Council's relationships, powers and statutory duties in relation to central Government and a range of other partners and stakeholders.
4. Understanding of budget/financial/contract management including the Council's budget cycle and processes, and accountancy systems and the ability to understand, interpret and apply the Council's financial regulations.
5. Understanding of how to lead and manage change effectively.
6. Knowledge of the County Council's Customer Service Standards.
7. Detailed understanding of adult social care and national policy drivers and legislation.
8. Understanding of the key issues impacting on effective front-line service delivery and customer management.

Personal skills and general competencies

11. A high level of personal drive and commitment to excellent customer care and the ability to set an example for other staff.
12. Strong interpersonal skills to gain the agreement and acceptance of others including colleagues, senior managers and customers.
13. Ability to make decisions and solve problems to meet operational targets, involving devising solutions and prioritising the resources available.
14. Ability to meet agreed objectives and delivery targets by the effective use of resources.
15. Ability to plan, organise, coordinate and direct individuals and teams within prescribed deadlines.
16. Ability to prioritise and carry out complex tasks accurately and to a very high standard when faced with challenging and competing deadlines.
17. Ability to make timely decisions based on a comprehensive analysis of the issue at hand in relation to the information available.
18. Ability to analyse, evaluate and interpret data, drawing clear and logical conclusions from it and apply the data to the development of policy and practice.
19. Ability to manage, control and project budgets to a high degree of accuracy

<p>9. Knowledge of the principles and practice of:</p> <ul style="list-style-type: none"> • effective people management • performance management • risk management and techniques to identify and address • business related risks • dealing with complaints • budget management. <p>10. Knowledge and understanding of project management theory and practice, preferably with a recognised project management qualification.</p>	<p>20. Ability to articulate simple explanations of relatively complex issues, and the confidence to present this meaningfully to senior managers and stakeholders.</p> <p>21. Ability to challenge the status quo, encourage innovation and look for new and better ways of delivering the Department's business.</p> <p>22. The ability to focus on outcomes and ensure their effective delivery.</p> <p>23. Well-developed planning skills with the ability to use own initiative to plan and manage own work programme.</p> <p>24. Well-developed interpersonal skills with the ability to build strong relationships, challenge appropriately, and secure buy-in.</p>
<p><i>Experience</i></p> <p>25. Experience in a large and complex organisation (preferably public sector) and a good understanding of local government.</p> <p>26. 10 years' experience in a relevant service area, including a significant proportion involving the management of social care and / or health, resources and performance at a strategic level across a diverse suite of services.</p> <p>27. In depth knowledge of programme and project management theory and practice, preferably with a relevant qualification.</p> <p>28. Substantial experience and a track record of achievement in effective programme management.</p> <p>29. Substantial experience of working in a service improvement, change management and organisational development role.</p> <p>30. Experience and evidence of delivering complex programmes and projects within tight deadlines.</p> <p>31. Experience of managing people orientated programmes and projects.</p> <p>32. Experience of working in public sector /government including involvement with elected members. Experience of working with national government bodies and forums.</p>	

33. Experience of writing succinctly and creatively for diverse audiences such as the public, MPS, senior management, partners and elected members.	
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Role Dimensions

1. To provide strategic support to the Corporate Director and Service Directors within the Senior Leadership Team.
2. Responsibility for the delivery of service and budget transformation as part of the Redefining Your Council work.
3. To provide a specialist programme and project management support role to the Service Directors.
4. To undertake a strategic quality assurance role on behalf of the Service Directors.
5. To maintain strict confidentiality in sensitive areas of work
6. To deliver specific high level projects and programmes on behalf of the Service Director; being of a high level nature, the assignments ultimately contribute to the management of the department's reputation with its partners and stakeholders.
7. To assist with policy development as required by the Service Director aimed at different audiences for e.g. the public, service users, staff, Members, stakeholder responses for the etc.
8. To quality assure policy and other key documents where required including reports and briefings for elected members and responses.
9. To co-ordinate and manage the business of the departmental senior leadership team and extended leadership team.

Please attach a structure chart

Date 1st Sept 2014