

Job Description

Job Title	Head of Transformation Portfolio Delivery
Directorate	Strategy and Change
Service Area	Transformation
Grade	12
Competency Level	2
Salary	£70,608 - £78,297
Job Type	Hybrid
Location	Cunard Building
Disclosure and barring service (DBS)	Not required
Job Evaluation Ref No	A8566

Job Purpose

To lead the engagement of transformation support, challenge, advice and guidance across the organisation to meet the organisation's medium and longer-term transformation priority requirements.

Through effective team leadership and engagement with key senior leaders across the organisation, provide oversight and leadership on the effective delivery of priorities within the Transformation Portfolio aligned to the council's key priorities and strategies.



To lead the development of an effective, high-performing Transformation Delivery Team, and in turn support the development of change and continuous improvement across the organisation.

Directly Responsible For:

Programme Managers, Senior Business Change Manager

Provides leadership role to wider Transformation Delivery functions – including Project Management, Change Management and Project & Programme Support roles.

Must be able to influence the work of other staff resource, both internal and external to the Council, that are deployed to support Transformation work within the organisation's directorates through a sound understanding and application of matrix management principles.

Directly Responsible To:

Director of Transformation

Main Areas of Responsibility:

Oversight and Leadership

- Ensure, through the effective deployment of Transformation Team resource, appropriate engagement is active across the Council to meet the organisation's transformation requirements
- Oversee and lead the consistent approach to the delivery of large, complex, high risk and high value programmes and projects within the Transformation Portfolio, through deployment of, and support to, all Transformation delivery resource

- Oversee the planning, prioritisation and delivery of key milestones across the Transformation Portfolio, ensuring an impactful Portfolio of activity is delivered to corporate requirements
- Where appropriate act as an initial point of escalation on risks and issues and change control for delivery teams to enable continued effective delivery of targeted financial and non-financial benefits
- Work with Cabinet, senior leadership and the PMO to oversee and lead the Transformation Team in developing clear programme plans, and to ensure reporting and assurance processes are adhered to
- Take overall responsibility for the performance and management of programmes, working collaboratively with the council's intelligence and performance functions to support the performance management of plans.
- Support the reporting of the portfolio performance to senior stakeholders and be a key point of contact for internal and external stakeholders on overall Portfolio performance
- Help ensure the agreed benefits (financial and non-financial) of the programme and projects are profiled and realised within time and budget. Provide challenge into the production of business cases and transformation delivery plans to help maximise the realisation of financial benefits in line with the organisation's MTFS challenges

Transformation Portfolio

- Work closely with the Director of Transformation to develop and ensure an effective, cohesive and deliverable Transformation Portfolio that seeks to achieve the Organisation's corporate strategy and objectives
- Effectively time manage unexpected and challenging deadlines often set by Portfolio Boards and Transformation Board that need immediate action which can therefore impact on regular business as usual tasks/deadlines on a day-to-day basis

- Ensure interdependencies across the Transformation Portfolio are proactively mapped, communicated and addressed
- Use high levels of initiative by working to and interpreting broad corporate transformation policies and strategies to find and develop new solutions with minimum senior management intervention
- Liaise with Liverpool City Council's Council Management Team, Wider Leadership Team, Elected Members and council colleagues and other stakeholders at all levels
- Use highly developed negotiation and persuasion skills to resolve complex and contentious issues such as delays to delivery on cross-council initiatives, with a range of stakeholders and senior management
- Produce briefings, reports, presentations and documentation for various boards, committees and groups that the portfolio reports in to
- Work with the council's communications team to ensure progress of the portfolio is communicated to a diverse range of internal and external stakeholders and that staff can engage with and shape initiatives

Team Development and Leadership

- Pursue continuous improvement within the Transformation Team, contributing to the achievement of team objectives and acting flexibly to implement improved processes
- Engage with assurance reviews and support action on recommendations.
- Provide support, guidance and coaching for the team, showing a commitment to personal development and promoting effective individual and team performance
- Provide Team Leadership across the Programme Delivery and Change functions within the Transformation Team, including leading on the ongoing continuous improvement and team development to deliver high quality change activity

- Oversee and lead on the development of Liverpool's change management capabilities, skills and culture, providing support to the Senior Business Change Manager in their duties

Supervision and Management Responsibility:

- Ensuring activities are planned to include meaningful one to one conversations, quality annual appraisals and regular workforce planning and development
- Manages performance and behavioural issues effectively
- Take overall management responsibility for Transformation staff within the Project, Programme, and Change Management functions
- Responsible for supervising Transformation Team members, including coordinating strategic and portfolio level tasks, coaching and mentoring, and providing feedback on performance

Budget and Financial Responsibility:

- Being fully accountable for managing the council's resources well and complying with statutory requirements. This includes managing time, avoiding unnecessary waste, reuse and recycle resources to reduce personal impact
- Monitor financial performance and deliver within budget
- Monitor financial performance, deliver within budget and seek savings and efficiencies by exploring opportunities to draw funding where appropriate
- Set, monitor, and remain within budget whilst challenging the team to deliver increased efficiencies
- Set, monitor, and remain within dedicated staffing budgets for the portfolio, whilst challenging the team to deliver increased efficiencies through effective scheduling, prioritisation and resource deployment.
- Explores different options for funding and income generation

Social Value Responsibility:

- Drive for social value through all activities, ensuring wider social, economic and environmental benefits for the council, residents and communities

Physical Demands of the Job:

- The post holder will be required to use display screen equipment and use a computer desk for prolonged periods of time

Corporate Responsibility:

- Contribute to the delivery of the Council Plan
- Delivering and promoting excellent customer service, externally and internally.
- Commitment to customer excellence by dealing with customer feedback, including complaints, and learning from feedback in the drive for continuous improvement
- Making the council a great place to work, living the council's values, actively engaging in regular communications including team meetings, undertaking training as required and being responsible for managing own performance
- Develop the City Council's commitment to equal opportunities and to promote non-discriminatory practices in all aspects of work undertaken
- To ensure that all work functions are undertaken in accordance with health and safety legislation, codes of practice and the City Council's safety plan

Competency Framework:

We operate a competency framework, a set of core behaviours which define how we are expected to approach our work, how we perform in certain situations and how we treat each other. Each competency details the standards of behaviours and skills

required by all staff and this in turn supports delivery of our aim and our council plans linking them together with our values.

The post holder will be required to demonstrate the ability to perform at the following competency level: **Level 2**.

[The competency framework can be found here.](#)

This job description is not intended to be either prescriptive or exhaustive. It is issued as a framework to outline the main areas of responsibility. You will be expected to carry out any other duties that may reasonably be required in line with your main duties and changing priorities of the organisation.

Person Specification

Assessment methods used: I = Interview, P = Presentation, A = Application, E = Exercise, T = Test, AC = Assessment Centre

Qualification and training

Essential

- Degree level qualification (A)
- Portfolio, Programme or Project (PPM) management qualifications and equivalent senior level experience (A)

Desirable

- Masters level qualification
- Portfolio (MoP) or Programme (MSP) management qualification

Experience

Essential

- A track record in delivering large scale strategic and enabling programmes on time and to budget (A, I)
- Excellent experience of stakeholder management, dealing with senior colleagues across a range of functions (A, I, P)
- Experience of managing and matrix managing resources to deliver multiple projects and programmes, with a focus on the end state outcome at all times (A, I, P)
- Experience of dealing with organisational complexity, including through the effective management of programme and project interdependencies (A, I, P)



- Experience of inspiring confidence from your team, peers and senior management (A, I, P)

Desirable

- Strong commercial acumen
- Experience of managing 3rd party providers
- Track record of high levels of personal resilience and ability to adapt personal style to suit differing stakeholder needs and concerns
- Track record of being highly effective in the management of risk, quality and issue resolution
- Experience of working in Local Government

Skills/Abilities

Essential

- Ability to work under pressure to tight deadlines, prioritising work to deliver the most critical outcomes. Well-organised and able to manage organisational and leadership expectations (A, I, P)
- Able to create solutions that deliver the best business results for the organisation (A, I)
- Able to apply open communication with colleagues, sharing information and supporting team efforts to enable joined up team-based approach (A, I, P)

Desirable

- Ability to work independently. Pragmatic, self-starter and driven
- Takes personal ownership
- Promotes the latest innovative thinking/practices

- Challenges the way things have always been done; does not accept traditional ways of working that do not meet business needs. Applies radical thinking on how things could be done better, simpler or more effectively
- Negotiation and persuasion skills to resolve complex and contentious issues with a range of stakeholders
- Collaborative; works together to get results with the team and with stakeholders
- Understands what the organisation is trying to achieve and why
- Delivers commercial outcomes that meet business and performance objectives
- Results-focused
- Fast-paced and solutions-orientated approach.
- Adaptable to working in a highly agile and changing work environment. Thrives working with high levels of ambiguity and complexity
- Strong analytical, interpretation and problem-solving skills to help resolve complex problems. Creates solutions that provide a fresh and novel perspective

Commitment

Desirable

- An understanding of and a personal commitment to the Vision and Values of Liverpool City Council