

Find yourself in Hackney



Post title:	Director of Corporate Strategy and Transformation
Group:	Chief Executive
Service:	HR & OD/HR & Traded Services
Grade:	CO2
Location:	London Borough of Hackney
Responsible to:	Chief Executive
Responsible for:	7 Direct Reports

PURPOSE OF THE JOB

1. As a member of Hackney's Corporate Leadership Team you will be responsible for the successful delivery of the Mayor's priorities, Council's corporate objectives, and the business objectives of your designated Directorate Services.
2. To provide effective leadership and management that will contribute to the continuous improvement of the Council.
3. To actively contribute to Council-wide and directorate initiatives that will achieve and implement the Mayor's priorities and corporate objectives.
4. Effective transformation and relevant, cohesive strategies are vital for the Council to achieve its ambition for our residents and organisation.
5. As part of the Corporate Leadership Team (CLT), you will direct and deliver transformation and policy strategy across the organisation, ensuring that our major transformation programmes and strategies are not only aligned towards achieving our ambition but that they deliver successfully.
6. You will be a catalyst for transformation across the organisation and responsible for leading the development of organisational strategy and policy. You will ensure this is underpinned by robust organisational performance management and informed by credible research and information, with an embedded approach to benefits monitoring and realisation. You will be instrumental in ensuring CLT and elected members get the best advice to make robust and effective decisions to advance and deliver the Council's strategic aims and ambition.

SERVICE SPECIFIC ACCOUNTABILITIES

1. As the Director of Transformation with direct responsibility for the leadership and management of the following services and functions:

- Transformation Team Function
- Policy and Strategic Delivery Team Function

Indicative budget:

Indicative staffing: 43.6 FTE (can vary subject to projects)

2. Develop, direct and lead the Council's transformational change portfolio and organisation strategy function ensuring a high performing Transformation and Strategy Division that ensures the Council responds to new challenges and investment remains aligned to the Council's ambition.
3. Lead the Council wide strategic and partnership transformation agenda including embedding and delivering the Portfolio Management approach to incorporate all programmes and projects across the Council through an embedded hub and spoke model.
4. Lead the portfolio of major change activity in all directorates that will re-engineer and reshape the work of the Council to support better outcomes for Hackney's people and places including
 - Ensuring the portfolio's benefits plans are applied, tracked and fully understood to advise senior leaders on strategic transformation decisions and ensure outcomes are achieved
 - Ensuring the portfolio is monitored and reviewed to provide strategic insights and guidance to senior leaders enabling proactive executive decisions that optimise Council performance
 - Ongoing review of the change pipeline ensuring effective prioritisation and alignment with strategies
 - Building capability to review change to better deliver outcomes utilising management information, data, analytics and research to spot gaps in our transformation and identify areas for improvement.
5. Ensure the Council has the right organisational strategies and policies in place to deliver its strategic aims and ambition, whilst supporting the Council and directorates to develop new policies that improve outcomes and service effectiveness. This will include using analysis and evaluation of strategic opportunities and options - including external policy and market developments – to support strategic decision and policy making with evidence and expert advice.
6. Initiate and facilitate programmes of work, including further developing and strengthening the organisational performance management framework through the development of tools, metrics and technology (aligned to the digital strategy) to support improved and effective organisational decision making including at the highest levels.
7. Ensure effective frameworks are in place and embedded into ways of working across the Council in relation to organisational, departmental and divisional service planning.
8. Act as strategic lead for the Research and Information function providing public statistical data and analysis relating to Hackney's population, health and wellbeing, businesses, employment, education and skills, environment, deprivation and crime.
9. Provide confidence and assurance to CLT and Members by ensuring transparent, accountable and effective methodologies are embedded.

CORPORATE ACCOUNTABILITIES

Corporate Responsibilities

- Actively contribute to the leadership of the Council in a way that promotes a one organisation' approach.
- Develop and maintain positive relationships with elected members to ensure the Council and directorate strategic priorities are effectively implemented and to support Members to undertake their strategic monitoring role.
- To promote equality among all staff, and ensure that services are delivered in a non discriminatory way, that is inclusive of disadvantaged groups.
- Participate in the GOLD rota as directed by the Chief Executive to ensure emergency planning and business contingency arrangements are in place throughout the Council.
- Deputise on a rota basis for the Chief Executive.

Service

- Actively consider new and innovative ways of delivering services that provide high quality and good value for money. Research and benchmark to establish most effective delivery methods.
- Drive the implementation of consistently high quality service standards and levels of customer service, establish and monitor performance using Council project management and service review approaches.
- Ensure there is effective integration of related services within and across directorate and the Council, ensure the contribution of partner and contractor organisations is appropriately harnessed.

People

- Work collaboratively with the Council's partners to inform strategic decision making sure that this supports the delivery of specific corporate programmes and the community strategy.
- Establish clarity around expected outcomes and standards, providing clear lines of accountability and delegated authority.
- Establish and promote a culture of learning and workforce planning that enables staff to realise their potential, manage their careers and therefore improved outcomes for Hackney residents.

Finance

- Challenge and sign off financial strategies and plans / budgets that support the effective delivery of strategic priorities.
- Monitor the Directorate budget and ensure it is effectively controlled within cash limits, driving down spend where appropriate.
- Hold managers to account to provide services that are delivered or procured that represent value for money.

PERSON SPECIFICATION

POST TITLE: Director of Transformation

GRADE: CO2

Technical Experience

- Seasoned professional with proven experience of successfully leading both transformation and strategy development at a Director / senior level
- Experience of leading a large and diverse team within a complex organisation able to bring activities together to achieve an aligned objective
- Experience of working across professional and organisational boundaries with key stakeholders including other public bodies
- Strong track record of delivering transformation and driving performance improvement in functions and organisations
- Experience of deploying people management, business planning, objective setting and embedding organisational performance management frameworks
- Demonstrable financial management experience including rigorous monitoring and control, and evaluating competing budgetary priorities to deliver efficiencies
- Evidence of cultivating a high-performance, cost-effective culture, which delivers outstanding outcomes

Qualifications

- Degree and postgraduate qualifications in relevant disciplines, and/or equivalent leadership and management experience
- MSP Practitioner Certification (desirable).
- MoP Practitioner Certification (desirable)
- P30 Practitioner Certification (desirable)

SKILLS AND KNOWLEDGE

Accountability

- Political awareness with proven experience of building positive relationships with elected members to balance political drivers with strategic priorities.
- Experience of creating a culture of learning, to maintain a capable and high performing workforce.
- Experience of providing leadership within a dynamic and changing environment.

Delivery

- Experience of interpreting vision and strategy to drive delivery through strong and effective leadership.
- Experience of setting service standards that will enhance the reputation of the Council and empowers others to deliver.
- Experience of leading and delivering successful organisational and cultural change programmes.

Decision Making

- Experience of making difficult decisions through the analysis of relevant information and risk assessment.
- Able to make decisions that demonstrate commitment to the Council's vision for a better Hackney.

Working Together

- Experience of establishing and facilitating cross organisational working that shapes and influences the benefits of having a diverse workforce.
- Experience of developing services that takes account of the needs of diverse stakeholder groups.

Skills and Abilities

- Ability to design, shape and deliver HR strategies and inspire and motivate team members to develop and deliver high-quality services.
- Ability to advise, guide and develop diverse groups of professional staff and resources to maximise effective and efficient performance, support the delivery of outcomes that align with corporate plans and deliver priority objectives.
- Ability to anticipate stakeholder needs before they are articulated, and identify potential alternative courses of action and can make use of information to map out implications to aid decision-making.
- Able to ensure employees are appropriately informed and developed to encourage a culture of cross-organisational and partnership working.
- Champion and role model good management practices in line with the corporate values, policies and procedures.
- Able to analyse problems from different perspectives, utilising discretion and initiative to determine appropriate ways forward to achieve a desired outcome, within the corporate, legislative, and economic considerations in a joined-up, clear and sensitive manner.
- Have sound commercial, business, and financial acumen to deliver organisational objectives.
- High-level presentational skills and interpersonal skills with the ability to communicate, engage and influence effectively with a wide range of audiences both within and outside the organisation (including Elected Members; Senior Management; Employee groups; Trade Unions).
- Able to develop networks and partnerships at a local, regional, and national level, and lead improvement by spotting new development opportunities.
- Able to work flexibly and adapt quickly to changing circumstances.
- Proven ability to nurture a team allowing them to develop skills and experience through a mentoring relationship and involving them in projects where they will gain the experience they need to progress and in networks where they will benefit from relationship building and profile raising.
- Ability to work on sensitive matters and to exercise tact and discretion when dealing with matters of a confidential or sensitive nature. (under Comms and Engagement).

