

London Borough of Bexley

Job Description and Person Specification

Management Group: Chief Executive's
Department/Section: Transformation & Delivery Unit
Job Title: Transformation Programme Lead
Reports to: Deputy Director of Transformation
Grade: Bexley20

Purpose of the job

The Transformation Programme Lead is a pivotal position responsible for driving the Council's new Transformation and Delivery Unit. The postholder will lead up to two of the London Borough of Bexley's corporate transformation programmes, which are instrumental in delivering substantial financial savings, with a direct impact on the Council's Medium-Term Financial Strategy (MTFS). Crucially, these programmes must also secure sustainable and measurable improvements in the quality of services and the overall experience for Bexley's residents and stakeholders.

The postholder will provide expert leadership, challenge and support to senior leadership and key stakeholders across the Council. The role requires taking full accountability for developing strategic transformation objectives and ensuring a seamless transition to the detailed prioritisation and delivery of the transformation portfolio. Success depends on the ability to build trust, secure buy-in, and challenge entrenched practices to drive change and demonstrate tangible benefits.

Principal accountabilities

Strategy

- Lead up to two of the London Borough of Bexley's corporate transformation programmes, ensuring alignment with the Council's vision and Medium-Term Financial Strategy, and measurable improvements in service quality.
- Drive strategic direction and decision-making by using intelligence and evidence, leading the development of robust business cases and benefits realisation plans to frame the transformation agenda.
- Own the development of strategic transformation objectives, providing expert leadership, advice, and challenge for the most senior levels, including the Corporate Leadership Team.
- Play a pivotal role in shaping the Council's approach to transformation and change management to embed the strategic agenda across the organisation.

Direction

- Provide strategic direction and oversight for assigned transformation programmes, ensuring a seamless transition from strategic objectives to detailed prioritisation and delivery.

- Establish a clear rationale for the direction of each programme and project within the portfolio, translating complex data and insights into actionable plans.
- Take personal accountability for challenging established practices and act as a critical friend to senior leadership, ensuring programme direction and objectives are aligned with the Council's long-term vision.
- Provide clear guidance to Delivery Programme Managers and Senior Transformation Project Managers, empowering them to deliver successfully, while effectively supporting and managing organisational risk.

Implementation

- Lead and manage the end-to-end delivery of assigned corporate transformation programmes, ensuring that all projects are delivered on time, within budget, and to the required quality.
- Own the development and realisation of programme benefits, ensuring they are properly evidenced, and that tangible outcomes, including financial savings, are clearly demonstrated.
- Build and maintain strong, strategic relationships with senior leaders and key stakeholders, including the Corporate Leadership Team and Members, securing the trust and buy-in needed for successful implementation.
- Proactively manage, and resolve strategic-level risks, issues, and dependencies that may impact programme delivery, driving a culture of accountability and problem-solving across the programmes.

Organisational Control and Development

- Develop and implement the Council's change governance framework, aligning allocated transformation programmes with corporate objectives and established controls, to ensure a cohesive and coordinated approach to change.
- Play a pivotal role in shaping the Council's strategic approach to transformation and change management, establishing a culture of continuous improvement.
- Develop and manage a single organisational view of change, providing clear, data-driven insights and reporting on the health and performance of the transformation portfolio to senior leaders and the Corporate Leadership Team.
- Develop and implement new policies, procedures, and methodologies that enhance the Council's ability to deliver transformation successfully and sustainably.

Staff Management and Development

- Provide line and/or matrix management to up to five staff, potentially including Delivery Programme Managers, Senior Transformation Project Managers, the Lead Business Analyst, and the Internal Comms Manager.
- Mentor and coach colleagues, setting clear expectations to ensure high standards and fostering a culture of continuous improvement within the team.

- Empower managers and project teams to make informed decisions, building a strong culture of accountability and excellence while effectively managing organisational risk.
- Actively build internal transformation capability, championing successes and developing talent pipelines to ensure the long-term success of the Transformation and Delivery Unit.

Personal Effectiveness

- Work independently with minimal supervision, leveraging a high degree of autonomy and professional judgement to direct and lead assigned programmes.
- Act as a critical friend and key enabler for transformation, providing a strategic perspective, challenging the status quo, and building trust to secure buy-in from senior leaders and wider stakeholders.
- Exhibit high emotional intelligence and political acumen to navigate a complex and dynamic environment, serving as a trusted advisor for complex problem-solving.
- Possess outstanding verbal and written communication skills to convey information clearly across all levels, effectively connecting the strategic vision to stakeholder values.

Person Specification

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 Department/Section: Transformation & Delivery Unit
 Job Title: Transformation Programme Lead

Selection Criteria	Essential/ Desirable (E/D)	Method of Assessment (see key)
(a) Education and formal training		
Relevant professional qualification in change management, programme management or business analysis.	E	Application Form
Degree-level qualification or equivalent professional qualification in a relevant discipline.	E	Application Form
Demonstrable commitment to Continuous Professional Development (CPD), staying current with the latest change, project and programme management methodologies and best practices.	E	Application Form
(b) Relevant technical experience, knowledge & skills/abilities		
Proven senior leadership experience and a strong track record of leading large-scale, complex transformation programmes, taking accountability for achieving financial and organisational impact.	E	Application Form / Interview / Presentation
Demonstrable ability to develop and implement robust programme governance, including benefits realisation, risk and issue management frameworks, to ensure complete solutions are delivered on time, within budget, and to agreed standards.	E	Application Form / Interview / Presentation
Deep understanding of programme and project management methodologies and tools, combined	E	Application Form / Interview / Presentation

with knowledge of transformation and improvement techniques.

Extensive experience in influencing, negotiating, and securing buy-in from senior leadership and a wide range of stakeholders, navigating a highly political environment as a key influencer for change.	E	Application Form / Interview / Presentation
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Ability to translate strategic objectives into a clear, deliverable roadmap, underpinned by a deep understanding of the drivers of public sector transformation.	E	Application Form / Interview / Presentation
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Expertise in specialist disciplines such as process optimisation and benefits realisation, with a proven ability to use data and evidence to produce robust business cases.	E	Application Form / Interview
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Proven experience in line and/or matrix management of senior staff and specialists, with a strong track record of developing talent to foster a culture of accountability and high performance.	E	Application Form / Interview
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Outstanding written and verbal communication skills, with the ability to convey complex, and often challenging, information clearly and concisely to diverse audiences.	E	Application Form / Interview
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Considerable personal resilience and political acumen, operating with significant autonomy and minimal direct supervision in a dynamic, high-pressure environment.	E	Application Form / Interview
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(c) Other Additional Requirements

Demonstrable commitment to and understanding of the Council's values and behaviours.	E	Application Form
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Deputise for the Deputy Director of Transformation as required in their absence.	E	Application Form
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Ability and willingness to work evenings and weekends as required to meet the needs of service users and stakeholders.

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Application Form

KEY:

I = Interview, A = Application Form, AT = Ability Test, PQ = Personality Questionnaire,

P = Presentation, PE = Practical Exercise, DBS = Disclosure & Barring Service, DL = Driving Licence

Applicants will be assessed against these criteria and the following high-performance indicators throughout the recruitment process.

High Performance Indicators

Values	Behaviours for staff	Behaviours for managers
Innovation	I respond flexibly and adapt to changing demands	I routinely look for innovative and cost-effective ways to improve performance and customer service
	I am prepared to take managed risks to achieve better outcomes	I champion change and deal successfully with ambiguity, enabling people to see positive and exciting possibilities for the future
	I ask 'What if...?' to develop fresh thinking and innovative approaches to generate and implement solutions to improve performance and challenge the status quo	I take calculated risks based on available evidence and my professional judgement to learn and try new things
Leadership	I demonstrate a clear sense of purpose and direction, in line with organisational objectives	I take responsibility for my service and for making things happen to make a difference to my service users
	I am willing to take difficult decisions	I create an environment where staff can thrive and show I value and trust staff, give praise and recognise good work
	My personal actions promote a positive image of Bexley	I inspire, lead and encourage staff to move forward
Collaboration	I show respect for others and value contributions from internal and external partners and customers	I encourage the feeling that the team is a collective unit with shared goals
	I recognise the right solution, regardless of who initiated it	I engage with service partners and other areas of the Bexley organisation to understand the demands on others and seek solutions as One Council
	I seek out and work with partners who can help me achieve the outcomes and objectives I need to deliver	I network internally and externally

Listening and Responding	I acknowledge other people's viewpoints and work with them to find a win-win solution	I seek regular service user feedback and review customer data to shape service improvements
	I prepare and present information anticipating questions and problems	I ask staff for ideas on how to improve our service and how I can improve as a manager, listen to them and act on them
	I adapt my style to the audience and their needs, using the most appropriate communication channels	I empower staff to make decisions and changes to improve value for money, customer service and productivity
Open and Accessible	I see issues from the customer / user perspective	I am accessible to my service users, customers, staff and Members
	I monitor customer feedback and level of satisfaction with the service they receive, and use this to improve and pre-empt customer needs	I communicate and share a clear vision for the bigger picture as well as specific service areas
	I seek to build and maintain positive relationships with customers and partners	I outline what is expected of individuals and their contribution to the whole, and am consistent in my expectations
Impact	I prioritise my activities and resources to focus on those which have the most impact for residents	I design services that provide value for money and deliver our outcomes, informed by evidence
	I take responsibility for making things happen and achieving my objectives	I produce, prioritise and adapt plans to meet changing requirements
	I make decisions and clear recommendations based on my professional opinion and experience, informed by a range of information and evidence	I set interim goals to achieve notable wins on the way to larger objectives
		I deal with poor performance