



## Director of Transformation

|                    |                                             |                                |       |
|--------------------|---------------------------------------------|--------------------------------|-------|
| <b>Reports to:</b> | Corporate Director of Finance and Resources |                                |       |
| <b>Department:</b> | Finance and Resources                       | <b>Grade:</b>                  | Hay 3 |
| <b>DBS Status:</b> | Basic                                       | <b>Politically restricted:</b> | Yes   |

### Job Purpose:

To provide strategic leadership for the design and delivery of the Council's Operating Model Programme, ensuring the achievement of transformational, financial and organisational objectives across the Council.

### Values

Collaborate proactively.  
Lead inclusively.  
Embrace change.  
Be bold and curious.  
Celebrate and share our success.

### Overall Description

The Director will lead the design and delivery of Brent Council's Operating Model Programme, a major council-wide transformation initiative aimed at improving organisational effectiveness, delivering financial sustainability and supporting the Council's strategic priorities.

The postholder will work closely with the Chief Executive, Members, senior leaders and key stakeholders to shape and implement new ways of working across the organisation. The role requires significant influence, strategic leadership and the ability to operate effectively within a complex political and organisational environment.

The postholder will be responsible for establishing programme governance, delivery frameworks and performance measures, ensuring that strategic ambitions are translated into practical and achievable outcomes. They will oversee programme resources, budgets and external support arrangements to ensure successful delivery.

The role will lead organisational transformation activity across services, supporting leaders to embed new operating models, strengthen organisational capability and deliver sustainable cultural change. Building engagement, collaboration and accountability across the organisation will be critical to success.

Operating with a high degree of autonomy, the postholder will provide expert advice and challenge to senior stakeholders, balancing strategic thinking with a strong focus on delivery, benefits realisation and continuous improvement.

The role has a significant impact on the future shape, performance and sustainability of the Council and requires exceptional programme leadership, stakeholder management and change management expertise.

The postholder must conduct the duties in compliance with the Best Value Duty as set out in the Local Government Act 1999.

### **Job specific roles and responsibilities**

1. Make a positive contribution to the delivery of the service, this will include working flexibly and positively to achieve the objectives of the council.
2. Manage and lead staff to achieve high performance and effective operational delivery, including developing and improving staff capability.
3. Manage a customer focused service and the effective use of resources.
4. Ensure that the council's overall vision, values and ethos are central to the requirements of the service.
5. Support effective working relationships and act as an ambassador and advocate with external organisations.
6. Keep up to date with developments in service delivery and best practice to ensure the service performs effectively and to the highest standards.
7. Lead the design, development and delivery of the Council's Operating Model Programme, ensuring alignment with the Council Plan, Medium Term Financial Strategy and organisational priorities.
8. Develop and maintain a comprehensive programme roadmap, translating strategic objectives into deliverable workstreams, milestones, governance arrangements and measurable outcomes.
9. Provide strategic leadership and expert advice to the Chief Executive, Corporate Management Team and Members on organisational transformation, operating model design and change delivery.
10. Establish and maintain effective programme governance, assurance and reporting arrangements, ensuring appropriate oversight, risk management and accountability throughout programme delivery.
11. Lead the design and implementation of operating model solutions that improve organisational effectiveness, financial sustainability, service delivery and resident outcomes.
12. Build strong relationships across the Council, engaging directors, managers, employees, trade unions, elected members, residents and external partners to secure commitment to programme objectives.
13. Lead and oversee programme resources, budgets, procurement activity and external consultancy support, ensuring value for money and delivery of agreed benefits.
14. Drive organisational and cultural change by supporting leaders and managers to adopt new ways of working, improve collaboration and embed a high-performance culture.
15. Provide leadership coaching, challenge and support to senior leaders to strengthen organisational capability and readiness for change.
16. Monitor programme performance and benefits realisation, ensuring corrective action is taken where risks, issues or delivery challenges arise.
17. Ensure programme delivery reflects the Council's values, equality commitments, governance requirements and statutory obligations.
18. Promote innovation, continuous improvement and evidence-based decision-making across the organisation to support delivery of the future operating model.
19. Safeguarding is everyone's responsibility and all employees are required to act in such a way that at all times safeguards the health and well-being of children and vulnerable adults.
20. Undertake any other duties commensurate with the general level of responsibility of this post.

## Essential Requirements (key skills & qualifications)

### Knowledge and Qualifications

1. Knowledge of recognised change management methods (e.g. MSP, PRINCE2, APM, Agile, Prosci) or equivalent experience.
2. Extensive knowledge of local government structures, governance, finance and the political environment.
3. Strong understanding and experience of organisational re-design, business improvement, programme change programme implementation.
4. Knowledge of public sector financial management, business planning and benefits realisation.

### Experience

5. Experience in operating model development, transformation, cultural change.
6. Significant senior leadership experience within local government or a comparable complex public sector environment.
7. Proven track record of leading large-scale organisational transformation and operating model redesign programmes.
8. Experience of working directly with Chief Executives, Corporate Leadership Teams, Members and other senior stakeholders.
9. Demonstrable experience of establishing programme governance, assurance and performance management frameworks.
10. Experience of leading change within financially challenging environments.
11. Experience of delivering complex programmes involving workforce, organisational and cultural change.
12. Experience of commissioning and managing external consultants, suppliers and delivery partners.
13. Experience of influencing, coaching and developing senior leaders.

### Skills and Abilities

14. Outstanding programme leadership and strategic planning skills.
15. Ability to analyse and interpret complex information and translate it into practical delivery plans.
16. Excellent communication, influencing and stakeholder management skills.
17. Ability to build trust, credibility and productive relationships at all organisational levels.
18. Strong political awareness and ability to operate effectively within a democratic environment.
19. Ability to lead through ambiguity, uncertainty and competing priorities.
20. Strong financial and commercial awareness.
21. Ability to challenge constructively and drive accountability for delivery.
22. Excellent problem-solving and decision-making skills.
23. Ability to lead, motivate and develop high-performing teams.

**Budget Responsibility** £1 million plus staff budget

**Overall Headcount** Overall headcount, direct management responsibility for the Operating Model Programme team.

*Within reason these key deliverables may evolve to meet service need and it is expected that the postholder will be flexible and adaptable in their delivery to meet both service and council wide needs*