



# London Borough of Hounslow

Assistant Director Programmes and Change

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Assistant Chief Executive Directorate

Grade: CO4

Salary: Up to £85k

Directorate: Assistant Chief Executive's

Reports to: Assistant Chief Executive

# ARE YOU READY TO MAKE A CHANGE?



Mandy Skinner,  
Assistant Chief Executive  
London Borough of  
Hounslow

Hounslow Council is an outstanding Council serving an outstanding borough. With brilliant, visionary leadership, a dynamic Cabinet and a can-do culture, we've built strong partnerships across the borough which have transformed how we serve one of London's most diverse boroughs.

Hounslow is the world in one place, full of potential, but a borough hit hard - socially and economically - by Covid-19. We have stepped up for our residents and businesses like never before.

Our One Hounslow vision is more than a programme of transformation; more than a series of projects. It is a relentless focus on achieving the most ambitious outcomes for our residents, communities and businesses. It requires a borough and system-based approach that demands the Council as an organisation to the nothing less than exceptional – as a deliverer of services, as a community leader and as an employer.

Since its formation, our directorate has played a key part in the Council, delivering during the pandemic. It is now time for further development and investment in our leadership capacity to reform, change and improve our services, with a clear focus on performance, evaluation and delivery.

If you'd like to work with a high performing leadership team – then I'd love to hear from you.


# THE ROLE

- Residents are at the heart of our work at Hounslow. Through our ambitious One Hounslow programme we are connecting and delivering support, opportunities and improvements across the borough that will make a difference for our residents.
- As our programmes of work have evolved so have the roles that deliver them. This role provides dedicated leadership capacity for change and programme delivery, bringing together our corporate programme management office with our business improvement capacity to drive our corporate portfolio of projects.
- The role will create a consistent approach to change and delivery with wider oversight for the delivery of change and transformation across the Council. This is a new role at Hounslow that recognises that the way we deliver change and project management across the organisation is critical to our success.
- The role relies upon strong connection and collaboration to deliver Hounslow's long-term transformation and renewal ambitions.
- The role will report to the Assistant Chief Executive and play an active part in the corporate leadership of the Council and with our system partners.



# CORE ACCOUNTABILITIES


## Leadership on Change and Programme Delivery

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- You will be the corporate leader for change and programme management across the Council.
  - You will have leadership capabilities that encourage collaboration across the organisation, working with leaders across the Council to understand programme and transformation objectives and priorities. You will lead the establishment of a corporate change and programme management approach and culture, enabling the connection and collaboration of resource to deliver on our objectives.
  - As a corporate leader, you will have responsibility to priorities how change and programme management is delivered across the organisation. You will lead our approach to change and project management, even where projects are not directly within the authority of your teams. As part of this you will set the direction for prioritising how change and programme delivery is sequenced and resourced, as well as setting in place governance arrangements that consistently measure our success and resolve issues. You will be the 'head of profession' for programme and project management and change management across the Council developing and securing high standards and a focus on delivery. All project delivery teams at Hounslow will be part of the sphere of influence for the Assistant Director Programmes and Change.



# CORE ACCOUNTABILITIES

## Management of Programme Management Office (PMO) and Business Improvement

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- You will lead programmes and change through direct management of the Head of Business Design and Improvement and the Head of PMO.
  - You will have responsibility for leading the PMO and Business Improvement Teams, ensuring that they can prioritise their project capabilities and workload against business demand and ensuring that recommended changes are handed over to the business and delivered in partnership with the team.
  - You will understand how to manage and prioritise the time of your team and the matrix projects across the Council, managing an ever-shifting business environment with conflicting priorities from business owners and sponsors.
  - You will understand resourcing needs and will balance the availability of the required skills and competencies across project and programme teams within the project portfolio.



# CORE ACCOUNTABILITIES

## Programme and Project Governance



- You will be responsible for creating a programme governance framework that embeds a consistent and structured approach for all projects delivered at Hounslow.
- Through this governance framework you will be accountable for the delivery of the corporate programme of change, ensuring that projects are prioritised and aligned to short-and longer-term business goals; the right people have access to the right information to make critical decisions; projects are staying on time and within budget; Resources are utilised in the most effective and efficient way; and all projects are subject to rigorous challenge.
- You will naturally see the big picture and understand the finer points of planning, analytics, data, and process. You will spot the connections across projects and directorates and will create opportunities for joining up and working together more closely.
- You will be responsible for the design and commissioning of methodologies to enable robust decision-making for investment in, and prioritisation of, transformation programmes and projects.
- The Assistant Director will have accountability for managing our corporate programme and project risks, including agreeing how to mitigate risks and address issues.



# CORE ACCOUNTABILITIES

## Organisational Knowledge



- This role can only be successful through the development of deep organisational knowledge, that understands how the work that we do connects to positive outcomes for our residents, local businesses, and communities.
- Through leadership of your teams, you will use your organisational knowledge to build a governance and success framework that understands what success looks like for Hounslow and prioritises and monitors project performance against this.
- You will quickly establish yourself as a point of expertise and guidance for programmes and change across Hounslow, leading your teams to develop a culture of coaching and development that enables employees to adopt a One Hounslow approach to change and programme delivery.



# CORE ACCOUNTABILITIES

## Stakeholder Management



- Stakeholder management will be key to the success of this role. You will build relationships that connect, influence, and enable delivery on our objectives across the Council –working with our Corporate Leadership Team and beyond to deliver on our organisational priorities.
- You will also develop and thrive on relationships beyond the Council, particularly with our statutory partners, voluntary and community sector, building your understanding of how our programmes and change initiatives deliver improvements for the people who live and work in Hounslow.
- You will adapt and flex your style, being creative and analytical, as the role requires, knowing when to lead and when to listen.
- You will support work to enable Hounslow to become an even more inclusive employer, putting equality front and centre of our programme delivery.
- You will work closely with our digital teams to ensure that our programme of work compliments and facilitates successful delivery of PMO, service design and business improvement objectives across Hounslow.



# WHO WE'RE LOOKING FOR

You will be a corporate leader who has facilitated and delivered demonstrable programmes of change and improvement in a complex environment.

You can influence at all levels of the organisation, understanding how to bring together resource to deliver results for our residents and local communities.

You have leadership qualities that deliver success, managing teams to deliver successful outcomes and influencing, coaching, and establishing governance arrangements that create a One Hounslow way for programme delivery across Hounslow.

You are comfortable with complexity and able to use data and insight to give our leadership assurance on progress against our ambition.

You are curious and quick to build knowledge of the Council and our residents that supports delivery of programmes and transformation across Hounslow.



# THE 'ONE HOUNSLOW' VALUES THAT DRIVE US

## LEAD WITH HEART

We're here for the people of Hounslow. We work together with them and for them with care and compassion, with patience and in partnership. We put ourselves in other's shoes, remembering that every person is different, and every interaction is a real moment in their lives. We always feel first.

## HARNESS THE MIX

We work together, across disciplines and roles. We talk lots, share our insights, our skills and experience. We're not interested in siloes or defensiveness. We're always open to different approaches, we're flexible and ready to adapt. We break down barriers to unlock the problem-solving power of our amazing mix of minds.

## DO NEW

We need to do things differently if we're going to help Hounslow people thrive in the future. Hard work is important but it's not enough on its own. We need to challenge ourselves to break new ground, invent new approaches, try new ideas, keep moving forward and keep improving. That means being ready to stop doing things we've done before. It means taking on risk and backing each other when we take a leap.

## PASS ON THE POWER

The world keeps on changing and we need to change with it. We won't be able to adapt fast enough if we stick to old fashioned command and control. We need to hand over responsibility and give people more power to make decisions and take action themselves. It's about being transparent and straightforward. It's about providing tools and support. But, most of all, it's about being ready to trust each other to do the right thing.

## BE A ROCK

There's lots to do and people need us. It's up to us to take the initiative. To take responsibility. To stand up and be counted. Everyday. It's about being super focused, effective and efficient. It's about allocating our resources smartly and with good rationale – using data to help guide our decisions. But most of all, it's about having the strength and determination to keep on going through thick and thin.

# EMPLOYEE BENEFITS

- **Annual leave** – Generous annual leave entitlements starting from 24 days and rising to 30 days.
- **A range of family friendly leave options** – Maternity, Paternity, Parental and Shared Parental Leave
- **Premature baby leave and pay** – We are proud to have The Smallest Things Chartermark.
- **Christmas closure** – Up to 3 days, between Christmas and New Year, if your office is closed.
- **Flexible working arrangements** - our focus is on the outcomes you deliver and we are flexible about where and how this is best achieved.
- **Local Government Pension Scheme** – Open to all employees, this is a tax approved, occupational pension scheme. Your contributions are based on a sliding scale according to your salary band.
- **Learning and development** – we want you to learn everyday. We have a fantastic range of resources and opportunities and are committed to your development throughout your career with us
- **Travel options** - Pool cars, Pool Bikes, Season Ticket Loans.
- **Staff wellbeing services** - Including access to Occupational Health, an Osteopath/Chiropractor and Employee Assistance Programme.

# HOW TO APPLY

- To apply, please submit a CV and cover letter detailing why you're a strong candidate for the role to: <https://starfishsearch.com/appointments/>
- The closing date for applications is 6pm Sunday, 14th November 2021. Interviews will take place week in the last 2 weeks of November.
- For more information or to discuss the role, please contact Jo Boardman at Starfish Search – [07834 030 501](tel:07834030501)

Thank you for your interest

We value diversity. We're committed to creating an inclusive culture where everyone is able to be themselves, give of their best and reach their full potential. We believe that a diverse workforce helps us to better understand our communities and deliver the best for our residents.

We want to receive applications from all, regardless of age, gender identity, disability, marriage or civil partnership, pregnancy or maternity, religion or belief, race or ethnic origin, sex, sexual orientation, transgender status or social economic background. We want to harness the mix and ensure that everybody can apply.

We recognise the diversity of Hounslow's communities and we are particularly keen to hear from candidates who will improve our own diversity and strengthen our ability to communicate to all our residents.