

Head of Transformation, Commissioning and Partnerships

Department:

Children, Young People, Education & Skills

Division:

Chief Officer Directorate Innovation,
Transformation and Business Support

Reports to:

Associate Director – CYPES

JE Ref: CYP1210

Grade: CS14

JE Date 11/04/2024

Job purpose

To lead on whole system transformation for the Children, Young People, Education and Skills Department to achieve the department's purpose to make Jersey the best place for children and young people to grow up, and to make a positive difference every day to the lives of children, young people, their families and carers.

This will include overseeing the design and testing of new ways of working, roles, services models and pathways, in order to maximise organisational efficiency and the effectiveness of services and operations.

Job specific outcomes

1. Lead the development and implementation of all delegated business initiatives, services and change projects, ranging from strategic direction to operational application, in order to improve organisational performance throughout CYPES and enable departmental transformation in line with business and performance strategies and plans.
2. Lead the production of the Island-wide commissioning strategy for CYPES, securing approval and commitment from senior internal stakeholders, to ensure that there is a whole system focus and that strategies are built on research reflecting both local and international best practice and off-island networks, in order to implement the most effective services and achieve the desired performance improvements across the department.
3. Direct and plan the whole system transformation programme, leading the entire programme from inception to delivery and actively engaging a wide range of stakeholders to elicit a broad range of views and to facilitate partnership working and integration, in order to drive forward the programme towards a common goal.
4. Translates strategy into tactics in order to deliver a clear vision and case for change and return on investment for the overall programme of change and continuous improvement projects. Lead the review and evaluation of the impact of changes to services and systems in order to identify further opportunities for improvement.
5. Lead the detailed planning and delivery for the implementation of new services, devising new service models, pathways, tendering processes and service specifications, and ways of

working and identifying the most applicable transformational changes achievable and appropriate for Jersey, in order to deliver the commissioning strategy and support the desired performance improvements.

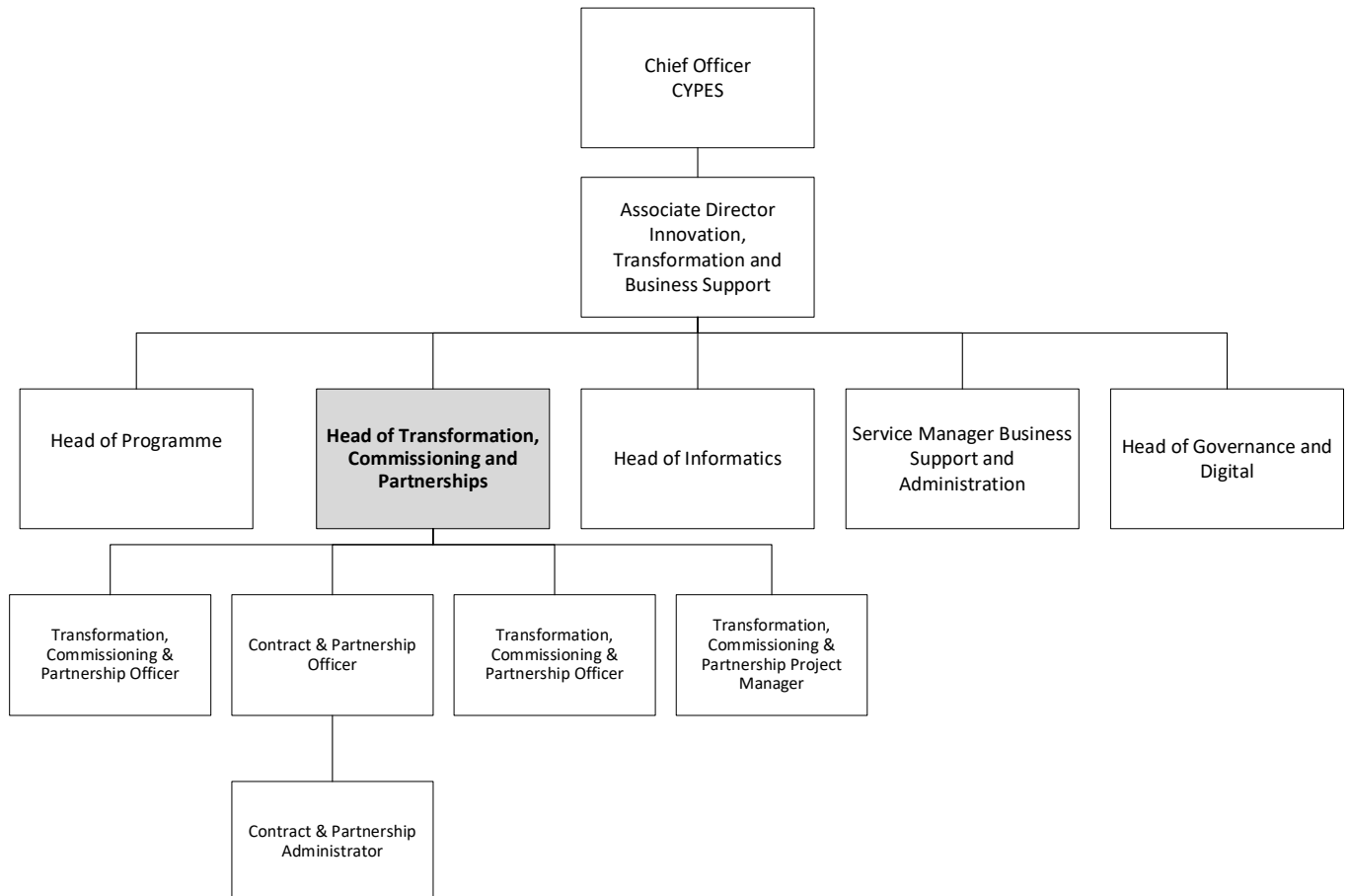
6. Oversee delivery of the agreed strategy and implementation plans for service redesigns, including the direction of mitigation, implementation and service design management approaches, and the resolution of disagreements and conflicts between stakeholders throughout the process.
7. Brief and engage the Ministerial Team and Council of Ministers as necessary in order to ensure their full understanding and awareness of the development and progress of plans and to secure their ongoing commitment.
8. Builds strong and positive networks of senior relationships with senior internal stakeholders and external partners, working collaboratively to shape the benefits and schedule change initiatives to deliver cost effective and timely projects.
9. Define and roll-out change and continuous improvement projects within agreed parameters (e.g. resources, budget and timescales) in order to build the required organisational capacity and capability that can deliver the agreed financial and non-financial benefits.
10. Deal with complex and competing priorities to ensure high-quality transformational and system redesign solutions that deliver outcomes to meet business objectives.
11. Prepare policy recommendations that are appropriate for the nature, scale and urgency of the transformational and service redesign projects within the business to deliver on the overall vision for change and Ministerial delivery plans.
12. Provides quality assurance to the department on the delivery of transformational and service redesign projects. Ensures that systems, processes and information flows are in place to maintain oversight of risks and issues, establishing metrics and evaluation that is valid and fit for purpose.
13. Owns personal and team's professional development and motivates stakeholders outside of the Chief Officer Directorate team to develop organisational capability in designing and delivering change that deliver cost and service improvements.
14. Undertake timely and professional external communication, including presenting to a range of audiences when required, to provide essential information to and manage the expectations of all internal and external stakeholders and interested parties.

Statutory responsibilities

Active engagement, participation and compliance with any other statutory responsibilities applicable to the role, as amended from time to time.

This role is politically restricted. The jobholder is not permitted to undertake political activity involving standing for election to the States or as a Parish Constable, or publicly supporting someone who is standing for election or playing a public part in any political manner.

Organisational structure



Office of the Chief Executive

Customer and Local Services

Children, Young
People, Education
and Skills

Health and
Community Services

Justice and
Home Affairs

States Treasurer
and Exchequer

Growth, Housing
and Environment

Strategic Policy,
Performance and
Population

Chief Operating Office

Person Specification

Specific to the role

ATTRIBUTES	ESSENTIAL	DESIRABLE
<p>Qualifications <i>Please state the level of education and professional qualifications and / or specific occupational training required.</i></p>	<p>Educated to degree level in a subject that demonstrates a high level of literacy and equivalent qualifications or experience.</p> <p>Post graduate qualification in change or business management or equivalent work experience in order to demonstrate evidence based practice based on research methodologies and critical analysis</p> <p>Holds one or more recognised programme, project or change management qualifications (e.g. MSP, PRINCE2, AGILE, Lean, etc.)</p>	<p>.</p>
<p>Knowledge <i>This relates to the level and breadth of practical knowledge required to do the job (e.g. the understanding of a defined system, practice, method or procedure).</i></p>	<p>Excellent understanding of change and transformational management, including methodologies and governance.</p> <p>Detailed knowledge of implementation and benefits realisation of systems in support of business change and continuous improvement.</p> <p>Strong working knowledge of design, implementation and service management areas such as systems integration and, requirements definition.</p> <p>Deep, practical understanding of service 'commissioning' and leading strategy development.</p>	<p>Knowledge of States of Jersey financial processes and Financial Directions.</p> <p>Knowledge of States of Jersey structures and central SoJ project management processes.</p> <p>Knowledge of States of Jersey initiatives that are interdependent with CYPES programmes and modernisation projects.</p>
<p>Technical / Work-based Skills <i>This relates to the skills specific to the job, e.g. language fluency, vehicle license etc.</i></p>	<p>Analytical skills to understand highly complex problems or situations, select the appropriate approach to resolve the problem.</p>	

	<p>Ability to turn strategy into reality and plan a highly complex programme of work considering interdependencies, resource and cost implications.</p> <p>The ability to scope, plan, implement and realise the benefits of a change initiative through interpretation of quantitative and qualitative information.</p> <p>Experience of using management transformation techniques, such as LEAN or Six Sigma, to deliver organisational change.</p> <p>Leading the commissioning and delivery of new services with a large complex organisation.</p>	
<p>General Skills/Attributes <i>This relates to more general characteristics required to do the job effectively, e.g. effective written communication skills, ability to delegate, motivation or commitment etc.</i></p>	<p>Provide and receive highly complex, sensitive and contentious information, negotiate with senior stakeholders on difficult and controversial issues, and present complex and sensitive information to large and influential groups.</p> <p>Ability to produce high-quality, easy-to-understand written reports and presentations, which may include succinct summaries of highly complex situations.</p> <p>Persuade senior stakeholders of the respective merits of different options, innovation and new opportunities.</p> <p>Strong negotiation skills, particularly with Senior Management members and external providers.</p> <p>Excellent analytical skills with financial acumen to analyse budgets and costs.</p>	

<p>Experience <i>This is the proven record of experience and achievement in a field, profession or specialism. This could include a minimum period of experience in a defined area of work if required by an external body (for example a period of post-qualification experience).</i></p>	<p>Budget management experience.</p> <p>Leading the development and delivery of strategy.</p> <p>Project/programme/change management experience.</p> <p>Experience in the planning, management and delivery of change and continuous improvement projects.</p> <p>Demonstrable experience in senior stakeholder management.</p> <p>Successful delivery of multiple projects across the full lifecycle, from planning through to implementation and benefits realisation.</p> <p>Direct experience in leading difficult, contentious, complex and highly political change / transformational projects.</p> <p>Leading networks of disparate stakeholders.</p> <p>Direct experience of negotiating challenging contracts and commercial arrangements.</p>	
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Core Accountabilities, Attributes and Behaviour Indicators

Appointees to this role will be required to adhere to and perform their duties in line with the standards identified in the States of Jersey tier 1 to 3 core accountabilities, attributes and behaviour indicators.