

Job description

Job title	<i>Head of Transformation</i>		
Job number	<i>Provided by People Services</i>	Grade	<i>11TP</i>
Directorate	<i>CIO</i>	Department	<i>Transformation and Innovation</i>
Reports to	<i>Director of Transformation and Innovation</i>	Date effective	<i>June 2026</i>

Purpose

To lead A2D's transformation delivery capability, ensuring strategic programmes and business change initiatives are effectively designed, governed, and delivered to achieve organisational priorities, regulatory commitments, improved customer outcomes, and operational efficiency.

The role is responsible for leading complex transformation programmes across repairs, customer services, and property services, embedding structured business change capability and ensuring delivery is aligned to organisational strategy, regulatory requirements, and social housing best practice.

Key responsibilities/ deliverables

- 1. Lead the delivery of A2D's transformation portfolio, ensuring programmes and projects are aligned to strategic priorities, regulatory improvement commitments, and customer outcomes.*
- 2. Oversee the successful planning, mobilisation, delivery, and benefits realisation of complex transformation programmes across repairs, customer services, and property services.*
- 3. Lead and manage a team of Specialist Transformation Leads, Business Change professionals, and Business Analysts to deliver high-quality, customer-focused transformation outcomes.*
- 4. Ensure robust programme governance, risk management, reporting, dependency management, and assurance arrangements are embedded across all transformation activity.*
- 5. Collaborate with operational directorates to identify improvement opportunities, resolve systemic issues, and embed sustainable service and process improvements.*

6. *Drive the adoption of structured change management methodologies, ensuring business readiness, stakeholder engagement, communications, training, and adoption activities are effectively delivered.*
7. *Ensure transformation initiatives are supported by robust business cases, delivery plans, financial controls, and measurable benefits realisation frameworks.*
8. *Work closely with Enterprise Portfolio Management to prioritise transformation activity, manage organisational capacity, and ensure affordability and strategic alignment.*
9. *Lead continuous improvement activities, embedding lessons learned, innovation, and best practice across programme and change delivery.*
10. *Support delivery of the Enterprise Portfolio Roadmap and Regulatory Service Improvement Plan through transformation activity that improves governance, service performance, customer satisfaction, data quality, and operational effectiveness.*
11. *Provide regular reporting and assurance to Executive Management Team, Boards, Committees, and governance forums on programme performance, risks, benefits, and delivery confidence.*
12. *Ensure compliance with audit requirements by addressing audit findings in a timely manner.*
13. *Fulfill Business Continuity roles and responsibilities as defined by team and corporate Business Continuity plans.*
14. *Ensure that key information related to programme delivery, transformation activity, risks, issues, benefits, and dependencies is accurately recorded.*
15. *Standardise programme and transformation data collection processes across teams to maintain consistency, completeness, and integrity of management information.*
16. *Establish processes to validate the accuracy and completeness of recorded transformation data throughout programme lifecycles.*
17. *Ensures data quality, integrity, and security within the transformation domain*
18. *Collaborate with the Data Governance Team to implement validation rules and work with business and governance teams to meet data management expectations.*
19. *Promote and ensure adherence to health and safety regulations, creating a safe working environment and proactively addressing risks and hazards.*
20. *Contribute to the strategic direction and decision-making processes as a member of the Transformation & Innovation leadership team.*
21. *Act as deputy for the Director of Transformation & Innovation where required.*

Line management

Direct Reports

5 direct reports:

- *Specialist Transformation Lead – Repairs*
- *Specialist Transformation Lead – Customer*
- *Specialist Transformation Lead – Property*
- *Senior Business Change Manager*

- *Business Analyst*

Indirect Reports

Project delivery and change resources aligned to programmes and transformation initiatives.

Key internal contacts

- *Executive Management Team (EMT)*
- *Change Group*
- *Board and Committees*
- *Director of Transformation & Innovation*
- *Heads of Service across operational directorates*
- *Portfolio Management Office*
- *Data & Business Intelligence Team*
- *Finance Team*
- *IT Team*
- *Procurement Team*
- *People Services*
- *Service Improvement Team*

Key external contacts

- *Regulator of Social Housing (RSH)*
- *Consultancy and implementation partners*
- *Technology suppliers*
- *Local authorities*
- *Contractors and framework providers*
- *External auditors and assurance bodies*

Operating environment/dimensions

<i>Customer Base</i>	<i>Organisation-wide transformation programmes and service improvement initiatives</i>
<i>Job Persona</i>	<i>Hybrid</i>
<i>Delegated Authority Limit</i>	<i>As per Delegated Authorities Guide</i>
<i>Budget Responsibility</i>	<i>Transformation programme budgets as allocated</i>

<i>DBS Level</i>	<i>Basic</i>
<i>Contract Management</i>	<i>Transformation delivery and consultancy contracts</i>
<i>KPIs</i>	<i>Programme delivery, benefits realisation, stakeholder satisfaction, regulatory milestones, transformation adoption, customer outcomes</i>
<i>Mandatory Training</i>	<i>Safeguarding, Health & Safety, Data Protection, Cyber Security, Equality & Diversity, Leadership & Management</i>

Qualifications and training	Essential	Desirable
Educated to GCSE level or equivalent in Maths and English (Grades A*- C)	Y	
<i>Include qualifications required under the Social Housing Bill</i>		Y
<i>MSP, PRINCE2, Agile or equivalent programme management qualification</i>	Y	
<i>Change Management qualification (e.g. Prosci, APMG)</i>		Y
<i>Social Housing qualification or experience</i>		Y
<i>Evidence of continuous professional development</i>	Y	
Knowledge and skills		
<i>Expert knowledge of programme and transformation delivery</i>	Y	
<i>Experience delivering large-scale business transformation</i>	Y	
<i>Knowledge of social housing regulatory environment</i>		Y
<i>Business change and stakeholder management expertise</i>	Y	
<i>Financial and benefits management capability</i>	Y	
<i>Leadership and people management capability</i>	Y	
<i>Strong governance and reporting skills</i>	Y	
Behaviours for success		
<i>Refer to the Behavioural Framework and Guidelines on the Hub and for each behaviour, provide example(s) of how the behaviour needs to be demonstrated in order to be successful in the job.</i>		
Caring by Nature • Demonstrates commitment to improving resident outcomes and service quality. • Supports colleagues through change with empathy and transparency.		
Working Better Together • Builds collaborative relationships across directorates and delivery teams. • Encourages shared accountability and partnership working.		

Thinking for Tomorrow

- Drives innovation, transformation, and continuous improvement.
- Uses insight and evidence to shape future-focused solutions.

This job description outlines the main responsibilities and requirements of the job. Colleagues are expected to comply with reasonable management requests to carry out additional or alternative duties.

Do not delete this statement – a certain amount of flexibility is necessary as the organisation evolves. If you are uncertain about whether any changes are significant enough to create a “new” job – consult your People Business Partner or Adviser.