

Head of Transformation Delivery

Candidate Pack



MEET OUR SERVICE DIRECTOR

David Scott

Transformation & Digital Services



Welcome, and thank you for your interest in joining Sandwell Council's Transformation team.

Sandwell is at an exciting point in its improvement and transformation journey. We have made significant progress as a Council and are now moving into the next phase, with a growing portfolio of major transformation programmes and a clear ambition to improve outcomes for residents, modernise services and make better use of our people, data, technology and resources. We are also strengthening how transformation happens across Sandwell. We want a clearer journey from identifying an opportunity and undertaking discovery, through developing the evidence and business case, to delivery, implementation and benefits realisation. This includes stronger programme management, business analysis, governance, benefits management and portfolio controls.

Our portfolio includes major transformation across Customer and community access, Adult Social Care, Brilliant Everyday and Oracle Fusion, Children's Services and SEND, Place, assets and fleet, digital, data and wider organisational change. These programmes are at different stages. Some are already moving through delivery, while others require further discovery, evidence, business case development or future operating model design. That provides a genuine opportunity to influence both how programmes are shaped and how they are delivered.

People joining us now will not simply inherit a mature, established model. They will have the opportunity to help create it, bringing their experience and ideas to establish stronger professional standards and ways of working across the Council. We are looking for people who combine expertise and pace with curiosity, collaboration and constructive challenge. Above all, we want people who are motivated by delivering meaningful change and improving services and outcomes for Sandwell's residents. I hope you are excited by the opportunity and look forward to hearing from you.



About Sandwell

Sandwell is a place of proud communities, rich heritage and bold ambition.

Located at the heart of the West Midlands, Sandwell is home to more than 350,000 residents across its six towns of Oldbury, Rowley Regis, Smethwick, Tipton, Wednesbury and West Bromwich. It is one of the youngest and most diverse areas in England, with strong community identity, thriving businesses and significant opportunities for growth and regeneration.

Whilst Sandwell faces complex social and economic challenges, it is also a borough with enormous potential. Major regeneration projects, significant regional investment, excellent transport connectivity and a growing economy are helping to shape the future of the borough and create new opportunities for residents and communities.

Our Vision 2030 sets out our ambition for the future:

"In 2030, Sandwell is a thriving, optimistic and resilient community."

We want Sandwell to be a place where people are proud to live, work and raise their families. A place where residents feel safe and connected, enjoy good health and wellbeing, have access to rewarding employment and benefit from thriving neighbourhoods and a strong local economy.

This vision underpins everything we do and is reflected through our priorities for children and young people, health and wellbeing, economic growth, housing, neighbourhoods and organisational excellence.



Following a peer review, the Council has strengthened governance, improved performance and developed a culture centred on accountability, openness and continuous improvement. The Local Government Association's 2026 Corporate Peer Challenge described Sandwell as a council that has experienced a "remarkable and profound transformation", with partners, staff and members consistently describing the organisation as rejuvenated, ambitious and focused on delivering for residents.

The Peer Challenge recognised the scale and pace of improvement across the organisation, highlighting strong leadership, a positive organisational culture and significant progress in strengthening services and performance.

Transformation is already delivering tangible results across Sandwell. In recent years, we have undergone a remarkable improvement journey, rebuilding governance, strengthening performance and creating a culture centred on accountability, innovation and continuous improvement. Alongside this, we are delivering major regeneration programmes that are transforming our town centres, attracting investment and supporting economic growth. We're modernising services through service redesign, digital innovation and the use of emerging technologies, while driving significant improvements in housing services to enhance compliance, safety and outcomes for residents. Through initiatives such as Pride of Place, Test, Learn and Grow, and the development of our neighbourhood-based approach, we're working closely with communities and partners to deliver lasting local impact. As we continue this journey, transformation remains central to our ambition to become an outstanding council and deliver better outcomes for the people and places we serve.



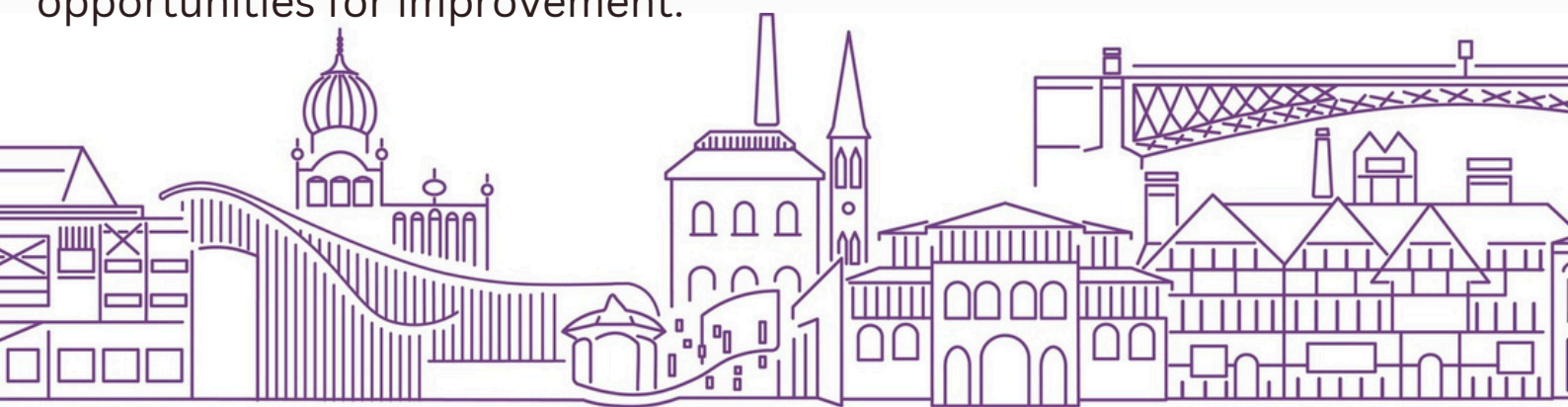
Transformation at Sandwell

Transformation is helping to shape the future of Sandwell Council.

Building on the Council's remarkable improvement journey, we are entering a new phase of transformation, one that is focused not only on delivering change, but on strengthening how change is identified, developed, prioritised and embedded across the organisation. Transformation is becoming a core organisational capability; helping the Council respond to financial pressures, rising demand, technological advances and the evolving needs of our residents and communities.

Our ambition is to create a modern, sustainable and high-performing council that is equipped for the future. To achieve this, we are developing a more mature, end-to-end approach to transformation that combines strategic thinking, robust analysis, strong programme delivery and effective change management. This means moving seamlessly from discovery, insight and business case development through to implementation, adoption and benefits realisation, ensuring that transformation delivers measurable and lasting outcomes.

Working collaboratively with services across the organisation, the Corporate Transformation Team supports a diverse portfolio of programmes spanning customer access, social care, children's services, digital, data, organisational redesign and service improvement. We bring together specialist expertise in transformation delivery, programme management, portfolio management and business analysis to help services solve complex challenges, redesign ways of working and realise opportunities for improvement.



This is an exciting point in our journey. Building on the Council's remarkable improvement journey, we are strengthening the way transformation is developed, governed and delivered, creating a more mature and disciplined approach that connects strategic ambition with measurable outcomes. From discovery and business case development through to delivery, embedding change and benefits realisation, we are creating a stronger end-to-end transformation capability that will support some of the Council's most ambitious priorities. For those joining the team, this is a rare opportunity not only to deliver meaningful change, but to help shape the standards, approaches and professional capabilities that will define how transformation is delivered across Sandwell in the future.



Our Major Programmes

Transformation at Sandwell is about more than delivering individual projects. It's about reimagining how services are designed and delivered to achieve better outcomes for residents, communities and businesses.

Our portfolio spans a range of programmes at different stages of maturity. Some are well established and focused on delivery, implementation and benefits realisation, while others require discovery, evidence gathering, business case development and future operating model design. This means our transformation team will play a critical role in both shaping new opportunities and strengthening the delivery of existing initiatives.

Current priorities include:

- Adult Social Care – reshaping services around prevention, independence and earlier intervention.
- Transitions to Adulthood – creating a more joined-up pathway between Children's and Adult Services.
- SEND – improving pathways, access and outcomes for children, young people and families.
- Customer Focus – creating simpler, joined-up customer journeys across digital, telephone and face-to-face services.
- Brilliant Everyday – using Oracle Fusion to simplify and improve Finance, HR, Payroll and Procurement.
- Digital Everyday – improving digital services while strengthening our data, automation, AI and technology capabilities.
- Fleet and Property & Assets – developing more efficient, sustainable and evidence-led approaches to our vehicles, estate and assets.



- Sandwell Aspirations – improving skills, employment opportunities and longer-term economic outcomes for residents.
- Culture Change – strengthening the leadership, behaviours and organisational capability needed to sustain transformation.

Together, these programmes represent a significant opportunity to shape the future of Sandwell. Whether developing the foundations for emerging initiatives or driving the successful delivery of established programmes, our transformation team is helping create a more modern, sustainable and responsive council for the communities we serve.



We look forward to learning more about you in this process and reviewing your application.

If you'd like to find out more about our achievements, plans, and culture, from our CEO, Shokat Lal, you can [watch a video now](#).



Our Values and Behaviours

One team

United and working together with a shared purpose of achieving great results

- Actively role model and create trust
- Enable honest and open communication
- Visible and approachable
- Engage in regular communication
- Recognise contributions and success
- Display a coaching leadership style and inspire others
- Encourage best practice and cross team collaboration
- Drive a healthy work-life balance
- Develop and grow future talent

Customer focus

We care about providing the best possible public service

- Manage customer's expectations
- Ensure the service works to the best outcome for the customer
- Create accessible channels for customer communication
- Encourage customers to lead in service provision
- Take a holistic view of services
- Be accessible to residents, service users, customers and employees
- Engage with customers, seek feedback and enable continuous improvement

Inclusive

Treating each other with respect and knowing our diversity is our strength

- Create an inclusive environment to encourage a voice for everyone
- Create opportunities and champions diversity and inclusivity
- Seek feedback from all audiences to facilitate co-production
- Seek to understand our diverse communities
- Actively challenge barriers to inclusion
- Encourage diversity of thought and perspectives to overcome challenges

Our Values and Behaviours

Ambitious

Striving for excellence, always looking to get better and making sure everyone can take pride in our borough

- Promote a growth mindset
- Communicate the organisation's ambitions and desired outcomes
- Lead, manage and communicate change
- Encourage and inspire creativity and innovation within boundaries
- Seek and encourage everyone to be the best in class
- Create channels for giving and receiving feedback
- Tackle under-performance early and challenge unacceptable behaviour with courage
- Grow personal credibility
- Communicate with passion and integrity to maintain and elevate the reputation of the service and the council

Accountable

Deliver what we say we will

- Create a clear vision and strategy
- Consider external and internal factors
- Encourage learning from feedback and complaints
- Promote resilience and adaptability
- Set clear expectations and standards for self and others
- Provide resources for service provision
- Empower others to solve problems and take ownership
- Give support to strengthen team and personal resilience
- Make timely and well-judged decisions



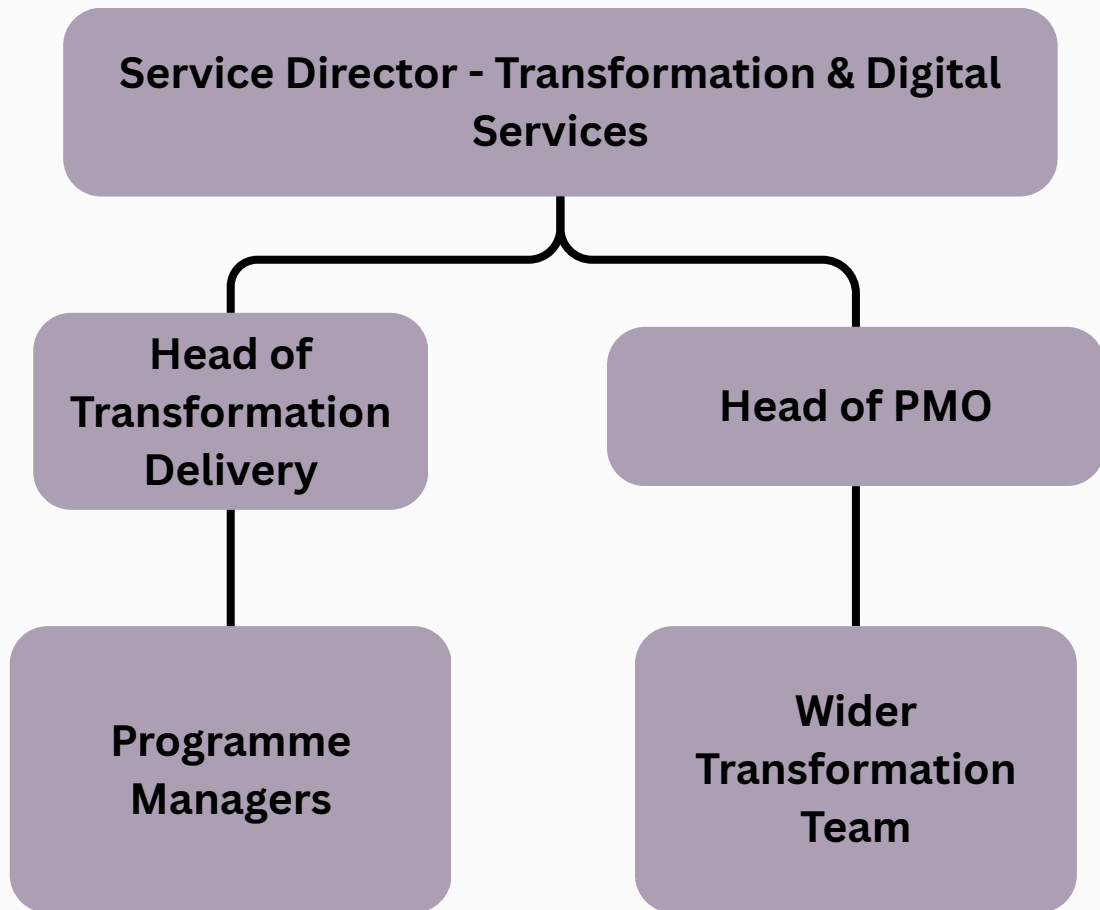
PERSON SPECIFICATION

Head of Transformation Delivery.

JOB DESCRIPTION

Head of Transformation Delivery.



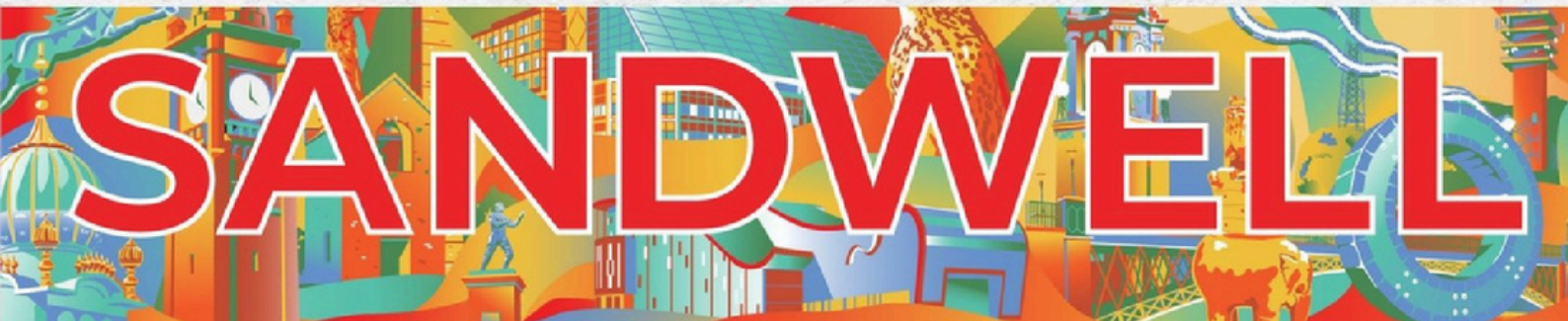


A NEW STORY FOR SANDWELL

Made 50 years ago from six proud towns, Sandwell is a place built on making things happen. It's where industry met innovation, and where strong communities still shape the future.

The Sandwell Story is a campaign and programme of work to celebrate the people, places and partnerships that make this borough a great place to live, work, learn and visit. [Find out more at the Sandwell Story website.](#)

Watch the New
Story for
Sandwell video



LOCATION



Sandwell is a metropolitan borough in the Black Country, which is made up of six towns - Oldbury, Rowley Regis, Smethwick, Tipton, Wednesbury and West Bromwich.

Located in the West Midlands, Sandwell borders Birmingham city, Dudley borough, Walsall borough and Wolverhampton city.

The borough has excellent access to the national motorway network with five junctions feeding in to the M5 and M6 motorways serving the South West, South East and North West regions of the UK.

Sandwell also benefits from a mainline train station - Sandwell and Dudley and the Midland Metro.



OUR OFFER TO YOU

Join the largest employer in Sandwell, where over 3,500 of our diverse employees thrive in hundreds of unique roles.

To support you to develop your career with us, we offer:

- A competitive pay progression structure and leave allowance
- Hybrid working arrangements (3 days a week on site) and a flexitime system (subject to needs of the role)
- Supportive staff networks including Culture Champions, helping to fulfil our organisational culture aspirations and make us a fully inclusive employer
- A confidential counselling service (BACP approved) and a mediation service is available on managerial referral
- Talent initiatives including apprenticeship programmes at all levels, and the prestigious National Graduate Development Programme.
- Learning and development including management development training, employee wellbeing workshops and job role specific training.
- A professional coaching and mentoring offer
- Employee performance and development processes with regular check-ins and an annual review to help you be your best
- Recognition for your hard work through our 'We our Sandwell' award scheme and colleague appreciation schemes
- Work that makes a real difference to our customers and residents, continually improving our boroughs.
- Access to trade unions



Our aim is to be an outstanding Council and we recognise that part of that is providing the best employee experience possible. At Sandwell we care about our people and commit to keeping our colleagues safe and well at work.

To make sure everyone can be their best and feel like they count, our support offer includes:

- Our employee assistance programme with free, confidential, 24/7 helpline service staffed by professional counsellors
- Access to occupational health services
- Wellbeing champions network
- Supportive carers and parental policies
- Generous maternity, paternity and adoption leave
- Disability passport scheme
- To help you make the most of your money we offer:
- Membership of West Midlands Pension Fund with generous employer contributions
- Staff deals through our employee benefits scheme

HOW TO APPLY

Finding the right talent for our roles is very important to us here at Sandwell Council. To help us understand how you might be a fit for our organisation, please submit an up to date CV along with a supporting statement, no longer than 2 sides of A4, detailing how your skills and experience align with our requirements for the role. Please help us to understand more about:

- Your people management and leadership style, approach and skills
- Your depth of technical expertise in the service area that you are applying for
- Your strategic view of transformation and what insights you can bring to improve ways of working and delivery for our residents and communities

Recruitment process

We will ask all candidates that are longlisted to complete two assessments for us to help us define a shortlist for interview. These assessments will give us information about you and give an indication of:

- Your preferred ways of working with others
- Your capability within problem solving, critical thinking and managing complex situations
- Your leadership approach



Our interview process will involve two stages across two different interview panels. Each panel and stage is designed to focus on the key areas of competency for the role and determine how you could be a fit for the role and our organisation.

If you have any questions about the role or process, please reach out to our talent team for an informal discussion. If you require any reasonable adjustments as part of your application journey please also let us know how we can support you.

Your contact for this recruitment is Imran Butt (Talent Acquisition Advisor). You can connect with him on LinkedIn or email at Imran_Butt@sandwell.gov.uk

