

Job Description

Job Title: Chief Organisational Transformation Officer	Service Area and Team: Warmer Homes London	
Grade: CO-B (Fixed Term)	Post Number and evaluation number: 0.6-0.8 FTE	Date last updated: 03/07/26
Reporting to (Line manager of post): Managing Director	Responsible for (Inc Staff and budget responsibility): Data Analyst · Change Project Manager – to be recruited Delegated authority over WHL transformation fund	

Our Values:

Trust Through Collaborations - We believe collaboration helps us learn, grow, and explore new ideas – giving us the confidence to experiment, be creative, and deliver a real impact. We foster a culture of trust where open, honest conversations are valued and it’s safe to challenge.

Rooted in respect - We respect the different cultures, backgrounds, and perspectives represented within London Councils, our partners, and all who live and work across London’s boroughs. We create space for every voice to be heard and valued. We call out current, historic, and systemic prejudice, seek out different views, and act with integrity to achieve fairer, more equitable outcomes

Driven by Purpose - We are driven by our individual and collective purpose to make London a better place for everyone who lives in, works in, or visits the city we’re proud to call home. Our commitment to making a positive, meaningful, impact across all London boroughs and communities shapes our actions and guides our decisions.

Equality and Diversity - We are committed to and champion equality and diversity in all aspects of employment with the London Councils. All employees are expected to understand and promote our Equality and Diversity policy in the course of their work

Health and Safety - Adherence to health and safety requirements and proper risk management is required from all employees in so far as is relevant to their role. All employees are expected to understand and promote good health and safety practices and manage risks appropriately.

Overall Purpose of Job:

The purpose of this cross-cutting role is to bring senior strategic capacity and capability to hold WHL's strategic and transformation portfolio on during a critical period of organisational growth. WHL's mobilisation journey so far has built delivery confidence about London's ability to delivery at retrofit scale faster than anticipated. In addition to holding direct accountability for complex, multi-partner transformation deliverables, a critical success factor is embedding change management leadership and capability and organisational design skills within WHL at all levels.

Job Summary:

The 12-month mandate of this role is to design, establish and drive the transformation programme to the point where WHL's future delivery model and organisational structure are founded on agreed evidence, partner alignment, and a governance-ready set of options.

Working as an associate member of WHL's senior leadership team you will facilitate a collaborative definition of WHL's strategic goals and plans. You will have authority to convene matrix teams across WHL and in turn participate or allocate specialist resources to interdisciplinary work led by others. You will hold the integration layer, ensuring that Integrated Settlement (IS) delivery readiness, area-based delivery model design, and organisational development are planned in a joined-up way.

Key Tasks and Accountabilities:

To undertake all responsibilities listed below:

1. Organisational Development Business Planning

- Scope and hold accountability for the organisational development workstream, identifying desired benefits and governance and constitutional options
- Define and lead the option testing and secure agreement to WHL's path to financial sustainability, considering the funding model and the organisational implications of reduced dependence on founding partner support
- Build the business case for governance, constitutional and structural change, testing with stakeholders and producing the decision papers that allow founding partners and the WHL Board to make informed decisions at the right moments

2. Medium Term Investment Planning Leadership

- Building on the analytical groundwork and an agreed scope (scheduled for September 2026) develop an Investment Plan which articulates the collectively led design and funding plan for WHL's across the three active change streams evidencing health outcomes, regional area-based delivery enabling capability and organisational future form
- Agree the content development project plan and governance touchpoints to facilitate expeditious delivery and consensus building
- Shape engagement with key ecosystem actors including large landlords, finance providers, and borough networks and current delivery partners
- Manage engagement of the WHL Board to shape and adopt the Investment Plan
- Oversee the production and dissemination of the final product working closely with the Communications and Engagement Manager and the Corporate Planning and Governance Manager

3. New delivery model design phase strategic oversight and support

- Coordinate the scoping and establishment of an area-based delivery model design programme - working with SLT to articulate a conceptual framework, baseline current activity and define a governance and partner engagement approach which confirms the strategic design principles and WHL's mandate
- Lead the discovery process across WHL's founding partners (LC and GLA), housing associations, and boroughs, to secure the clear choices needed to frame a target operating model which draws on operational capability across the London system. These include: neighbourhood designation, functional accountabilities, the resident-facing service, supply chain partnering, the balance between regionally and nationally held financial instruments and the integration anticipated intermediary steps including an anticipated single low-income capital scheme, developing health referral pathways and area-based energy planning
- Lead the prioritisation and hand-off of the component service design, product development and enabling infrastructure that can and should be taken now within the wider team, independently of national decisions, to build readiness and enable London to shape the national conversation

4. Strategic Framework articulation and oversight

- Develop the processes to drive and maintain WHL's understanding of external strategic framework drawing on relationships and insight across WHL SLT and governance, translating the opportunities and challenges emerging from Warm Homes Plan, Local Power Plans, Fuel Poverty Strategy, IS architecture, and Warm Homes Agency design process into WHL's organisational priorities and structural evolution

- Collaborate with the Head of Operations and Corporate Planning and Governance manager to ensure that the cross-partner policy development process gives WHL a clear, shared political and executive mandate

5. Transformation Planning and Programme Integration

- Own and oversee reporting on WHL's strategic transformation programme
- Hold delegated budget authority over WHL's transformation fund
- Provide functional leadership to a matrix team drawn from across WHL's directorates, to commission and lead cross-cutting analytical, implementation planning and design work related to the remit
- Secure a shared understanding of the interfaces between all change workstreams. Lead collective agreement around sequencing and of any trade-offs or synergies during the design and implementation phases
- Manage the programme's phase transitions, maintaining clarity on what is established as part of WHL's existing mandate, what is agreed or existing elsewhere in wider London delivery system, what is in design, and what is deferred, and escalating to governance when decisions are needed
- Act as a critical friend and change leadership expert across all change programme workstreams supporting the staff accountable and responsible for change workstreams to build their own confidence and capability

6. Governance & Senior Engagement Management

- Represent the transformation programme at WHL Executive Board
- Produce quality strategic documents and briefings for SROs, governance bodies, and external partners
- Hold senior relationships with GLA and London Councils counterparts on strategic drivers for the investment plan and organisational design, working alongside other SLT members on the operational and delivery aspects of change.

Any other duties commensurate with a chief office role

Internal interfaces

- **Programme & Partnerships Director.** The P&P Director has accountability and brings subject matter expertise for the specification of new grant delivery functionality (Integrated Settlement v.1) and leads the mobilisation of future programme delivery models once approved through WHL governance. The Chief Organisational Transformation Officer provides expert advice and guidance on the change plan for grant programme delivery models
- **Retrofit Strategy & Services Director.** The Chief Organisational Transformation Officer facilitates an agreed strategic framing within which the RS&S Director can lead area-based delivery model development including service design, health outcomes integration, financing products and supply chain partnering

- **Head of Operations.** The Chief Organisational Transformation Officer enables the Head of Ops to ensure transformation activity is properly resourced and that organisational change workstreams are defined, sequenced and implemented without impacting live operations. Recruited officer and analyst roles will sit within Operations for line management purposes

Outcomes

By the end of the 12-month contract, the postholder will have established the foundations for WHL's next phase — not completed it. Specifically, WHL will have:

- A WHL Board and stakeholder endorsed Medium Term Investment Plan and a linked Organisational Form and Funding Detailed Business Case and high-level implementation plan. [Responsible]
- A structured area-based delivery design programme is in place, with an agreed mandate, governance, and partner engagement process. [Consulted]
- IS funded programme delivery is live and managed as a transition phase, with agreed triggers for the shift to area-based delivery. [Consulted]
- The evidence and analytical infrastructure required for area designation and delivery model design has been built including stock data aggregated, delivery geography mapped, supply chain and borough readiness assessed [Consulted]
- WHL is actively engaged with DESNZ on the design of the new low-income capital scheme, with a coherent London position in those conversations [Consulted]
- WHL's standing as a strategic partner to GLA, London Councils and DESNZ has been strengthened, and the organisation is better placed at the end of the contract than at the start to navigate the decisions that follow. [Accountable – jointly with SLT]
- WHL's change management capability will be evidenced with skills, routines, tools and ways of working defined and in operation [Accountable – jointly with SLT]

Role Duration

This is a fixed-term role with a minimum 12-month commitment and a formal break point at 6 months.

Political Restriction

In accordance with the Local Government and Housing Act 1989, certain posts are designated as politically restricted where they meet the statutory criteria, based on the duties and responsibilities of the role.

This post is politically restricted.

Politically restricted posts are subject to statutory limitations on political activity, including restrictions on standing for elected office and engaging in certain political activities.



Person Specification

Job Title: Chief Organisational Transformation Officer	Service Area: Warmer Homes London	
Grade: CO-B (Fixed Term)	Post Number/Evaluation number: 0.6-0.8 FTE	Date last updated: 07/08/26
Reporting to (Line manager of post): Managing Director	Responsible for (Inc Staff and Budget): Delegated authority over WHL transformation fund. Leading interdisciplinary teams of 3-4 staff and working across WHL, London Councils and the GLA	

IMPORTANT INFORMATION FOR APPLICANTS

The criteria listed in this Person Specification are all essential to the job. Where the Method of Assessment is stated to be the CV and/or sifting questions, your application needs to demonstrate clearly and concisely how you meet each of the criteria, even if other methods of assessment are also shown. If you do not address these criteria fully, or if we do not consider that you meet them, you will not be shortlisted. Please give specific examples wherever possible.

EQUALITY AND DIVERSITY

We are committed to and champion equality and diversity in all aspects of employment with the London Councils. All employees are expected to understand and promote our Equality and Diversity Policy in the course of their work.

PROTECTING OUR STAFF AND SERVICES

Adherence to Health and Safety requirements and proper risk management is required from all employees in so far as is relevant to their role. All employees are expected to understand and promote good Health and Safety practices and manage risks appropriately.

CRITERIA- Essential	METHOD OF ASSESSMENT
KNOWLEDGE: • Knowledge of the UK retrofit, clean energy, or social housing landscape. • Familiarity with devolution policy and practice and DESNZ grant programmes. • Experience at a senior level in cross tier or multi-authority partnership within the London government context. • Understanding of blended finance or public finance intermediary models.	Sift Questions/Interview and/or Anonymised CVs
EDUCATION/QUALIFICATIONS • Senior professional experience with an evident track record of a high level of analytical and drafting skills	Sift Questions/Interview and/or Anonymised CVs
SKILLS AND ABILITIES: • Demonstrated ability to design and lead complex, multi-workstream programmes under real delivery pressure with ambiguity and pace as standard conditions • Strong analytical and structured thinking skills: able to hold complexity, identify dependencies, and produce clear recommendations from incomplete information • Excellent written communication: able to produce board-ready strategy documents, advice notes, and decision papers independently and to a high standard • Significant experience leading strategy and transformation in or closely adjacent to local or regional government in multi-partner configurations.	Sift Questions/Interview and/or Anonymised CVs



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Experience of defining business cases and implementing change plans to establish arms-length or equivalent public sector bodies.	
PERSONAL STYLE AND BEHAVIOUR: - Collaborative but authoritative style, able to work organisational boundaries at senior level - convening and influencing peers without direct line authority. - Resilient and creative in responding to complex, dynamic political environment - Comfortable operating in a small, mobilising organisation where the postholder will build structures as well as support the rapid formation of effective task and finish delivery teams	Sift Questions/Interview and/or Anonymised CVs
OTHER SPECIAL REQUIREMENTS:	Sift Questions/Interview and/or Anonymised CVs Satisfactory clearance at conditional offer stage

London Councils Behaviours:

Trusted through Collaboration - How we demonstrate this Value (behaviours):

- We create **trusting relationships** where we value feedback and it's safe to challenge, and we treat sensitive information with respect
- We are transparent, **accountable, and open** in how we work with each other, our members, and our partners
- We **communicate** clearly and openly, ensuring information flows freely across all levels and functions, so everyone feels included and valued
- We **learn, develop, and innovate** through our collaborative approach – sharing our knowledge to deliver better outcomes

Rooted in Respect - How we demonstrate this Value (behaviours):

- We engage respectfully, by **listening** actively and **responding** thoughtfully, recognising the value in others' contributions and feedback
- We embed **equity** and **equality** in our decisions, processes, and daily actions
- We **challenge** bias and remove barriers to fairness and inclusion, recognising that fairness requires addressing unequal starting conditions



- We create a welcoming, **inclusive** environment where everyone feels they belong

Driven by Purpose - How we demonstrate this Value (behaviours):

- We **work together** to maximise our personal and collective impact
- We **listen** carefully to our members, communities and partners, making sure their needs shape our shared goals
- We **adapt** quickly and **learn** continuously to continue delivering meaningful change
- We stay **united** and **focused**, even when priorities shift and challenges emerge