

ROYAL BOROUGH OF GREENWICH

JOB DESCRIPTION

DEPARTMENT Chief Executive **POSTHOLDER**

SECTION Change & Improvement **GRADE** PO8

POST DESIGNATION – Change & Improvement Manager

Purpose of Job:

The Change & Improvement Managers will lead a team of Change & Improvement Officers across the Council to help drive forward improvement activity across the organisation. This team will be responsible for the following supporting functions:

- Delivery Management
- Delivery Support
- Performance Management
- Research & Development
- Strategic Planning

This post will be expected to work at the highest levels of the organisation with the Council's Senior Leadership Team, Corporate Senior Managers and Directorate Management Teams to challenge, support and enable the definition, management and delivery of the Corporate and Directorate Change Programmes.

A key focus of the role will be providing innovative thinking to define and drive forward key organisational change projects and programmes.

There will be three Change & Improvement Manager posts with each post holder the designated lead for one of the following: Delivery Management, Research & Development and Performance Management. The post holder will be responsible for the professional development of this function, including developing best practice examples and templates and corporate training.

The post holder will report to the Head of Change & Improvement.

Main Duties:

- 1) The post holder will be required to directly manage up to 6 members of staff, responsible for effective people management, recruitment and selection, training, performance, sickness absence and disciplinary matters. These staff will not all work in the same location often working in different Council buildings or sites across the Borough. The staff they manage will be working on a large number of projects and programmes and will themselves be managing groups of staff to deliver on these projects and programmes.

- 2) In addition, the post holder will be required to manage major Directorate and Corporate Change Programmes and Projects. They will on average be expected to be managing 4-6 of these projects or programmes at any one time. For each project the post holder will, on an interim basis, have to manage the day to day activities of both internal members of staff and external resources (e.g. consultants) who are assigned to support delivery of this project or programme. These members of staff and external resources will be carrying out a number of different activities that will all be dependent on each other for the successful delivery of the project and programme (e.g. process mapping, data analysis, user research, service design etc.).
- 3) The post holder will be required to provide leadership in problem solving and innovation across the Council to help deliver change at Service, Directorate and Corporate levels.
- 4) The post holder will have to work across all Council services helping to ensure innovative solutions are found to some of the most significant policy and service challenges the organisation faces, this is one of the key purposes of the Change & Improvement Team and of this post. This will require a high level of understanding and expertise across a diverse range of defined and not-defined policy areas. The post holder will have the autonomy to approach this work with no pre-determined outcome, requiring the post holder to work through the relevant challenges and issues and use their expertise to find innovative solutions that will have far reaching policy or service implications.
- 5) The post holder will have to work with and advise the Council's Senior Management Team (Cabinet and Greenwich Management Team), leaders of partner organisations and other external partners on a range of highly complex corporate priorities. In addition, the post holder will be required to manage a number of programmes and projects on a daily basis, which will require them to move between a range of operational activities and strategic activities seamlessly.
- 6) The post holder will represent and act on behalf of the Council as required, an example of this would be the post holder being given delegated authority by a Directorate or Service to represent them on their behalf.
- 7) The post holder will be required to conduct performance reviews of whole services and make recommendations for change that will only be overruled in exceptional circumstances. In many cases they will manage this process and deal with the implications associated to this change such as meeting with Members or key partners. These decisions will have a major impact on the organisations policies and activities across the Council.
- 8) The post holder will work in a corporate space that will have reach across all services of the Council. They will be required to play a leading role in key corporate improvement programmes making recommendations and leading on Implementation that will have far reaching and transformational impacts leading to changing practices, policies and resource allocation for the Council as a whole and all of it's services.
- 9) The post holder will have to manage budgets for corporate/directorate programmes or projects as required.
- 10) The post holder will have to ensure safekeeping of all relevant technical and IT equipment used by the wider Change & Improvement Team.
- 11) The post holder will work in an environment that is subject to constant change, they will often have to manage conflicting priorities and deadlines across the projects or programmes they lead. They will have to ensure that they adjust resources adequately across these projects to manage these conflicts and ensure that all stakeholders are regularly updated and expectations managed and met.

- 12) The post holder will have periods of working in an environment of high intensity which will require corresponding physiological demands as well as flexibility.
- 13) The post holder will work in an office environment.
- 14) The post holder will be required to undertake work of a complex nature across potentially all the Services of the Council deliver. This will require the post holder to have a range of specialist skills and knowledge that they will have to apply flexibly on a daily basis as required.
- 15) The post holder will be responsible for delivering on a range of change projects which will require them to have a high level of skills, knowledge and experience in the following:
 - Co-ordinating, supporting and delivering organisational and service strategic planning exercises
 - Service design
 - Policy research and development
 - Performance management
 - Data analysis
 - Change management
 - Structured problem solving
 - Stakeholder engagement
- 16) The post holder will have to operate at the highest levels of the organisation, and will be required to advise, support and in some cases challenge members of the Council's Senior Management team including the Chief Executive, Greenwich Management Team, Leader of the Council and Cabinet. Therefore, the post holder must have significant experience and skills in working with and managing relationships at this level.
- 17) Where necessary for the job role or appropriate for continued development in the role, the post holder may be required to participate in training and development courses made available via the Council's Apprentice Levy funding.
- 18) To undertake all duties with due regard to the provisions of health and safety regulations and legislation, Data Protection/GDPR, the Council's Equal Opportunities and Customer Care policies.
- 19) To perform all duties in line with Council's staff values showing commitment to improving residents' lives and opportunities, demonstrating respect and fairness, taking ownership, working towards doing things better and working together across the council.
- 20) To ensure that appropriate levels of emergency planning and business continuity management preparedness are in place for the service, and that your teams are appropriately briefed on their roles in an emergency.
- 21) To be responsible for undertaking employee investigations, hearings and appeals in line with the RBG policies and procedures.
- 22) Responsible for providing mentoring opportunities to junior staff (e.g. graduates, apprentices etc.)
- 23) To undertake supervision/management of staff as and when required.
- 24) You may be required to undertake alternative, additional or ancillary duties from time to time or transfer to another service department within the Council as the Council may reasonably direct to meet service user demand in the event of a crisis or emergency.

25) To undertake other duties commensurate to the grade of the post

Person Specification

Job Title	Change & Improvement Manager
Grade	PO8
Service/Section	Change & Improvement
Directorate	Improvement

Shortlisting Criteria: Essential criteria assessed via application form should be used to shortlist.

Criteria	Essential/ Desirable
Knowledge	
<ul style="list-style-type: none"> Have a high-level of knowledge and understanding of the range of services delivered by a local authority, the wider delivery models they are part of, the challenges they face as well as the opportunities 	D
<ul style="list-style-type: none"> Have a high-level of knowledge around the use of different portfolio, programme and project management methodologies (Essential) 	E
<ul style="list-style-type: none"> Have a high-level of knowledge on local, regional and national policy developments that could impact local authorities either directly or indirectly 	D
<ul style="list-style-type: none"> Have a high-level of knowledge of internal and external governance and decision-making processes in Local Authorities 	D
Skills and Abilities	
<ul style="list-style-type: none"> Have excellent interpersonal and communications skills (Essential) 	E
<ul style="list-style-type: none"> Have the ability to think laterally to develop creative solutions to emerging issues. (Essential) 	E
<ul style="list-style-type: none"> Have the ability to quickly and effectively develop a high-level of understanding of a new topic to provide high quality work and recommendations for senior managers and politicians. (Essential) 	E
<ul style="list-style-type: none"> Have excellent presentational skills including both written reports and presentations 	D

Experience	
<ul style="list-style-type: none"> • Have experience of managing individuals across a range of work streams. (Essential) 	E
<ul style="list-style-type: none"> • Experience in supporting organisational strategic planning processes 	D
<ul style="list-style-type: none"> • Experience in supporting implementation new corporate business processes, specifically focusing on performance and delivery management 	D
<ul style="list-style-type: none"> • Experience in conducting service reviews, making recommendations and delivering service re-design programmes 	D
<ul style="list-style-type: none"> • Significant experience of working effectively with senior leaders and politicians on a daily basis (Essential) 	E
Equal Opportunities	
<p>Understanding of and commitment to the Council's equal opportunities policies and ability to put into practice in the context of this post.</p>	E
<p>Understanding of and commitment to achieving the Council's staff values and ability to put into practice in the context of this post.</p>	E