

LONDON BOROUGH OF MERTON
JOB DESCRIPTION

POST TITLE:	Change Programme Manager
Grade:	MGB
Department:	Children, Schools and Families
Location:	Civic Centre, Morden.
Responsible to:	Director of Children's Services (matrix reporting to Head of Recovery)
Responsible for:	Support and delivery of the CSF Recovery and Modernisation Programme
Post number:	Date: June 2021

MAIN PURPOSE

1. Working with the Director and Department Management Team in developing and delivering the departmental change programme to achieve the required benefits and outcomes

The CSF Departmental Programme sits within the council's overall Recovery & Modernisation Programme (RMP). The RMP has three broad, connected objectives:

- developing and embedding the opportunities and benefits already evident through the experience of responding to the pandemic;
- re-imagining, rethinking and redesigning operating models to...
- deliver substantial improvements, efficiencies and savings

2. The Change Programme Manager will play a key strategic role in ensuring projects and programmes within the department's transformation programme (change initiatives) meet objectives on time and on budget by increasing employee adoption and usage.

3. The Change Programme Manager will work to drive faster adoption, higher utilisation and greater proficiency of the changes that impact employees in the organisation to increase benefit realisation, value creation and the achievement of results and outcomes.

4. Responsible for the day to day programme management to ensure the work delivers successfully, on time and within budget.

5. The post holder will work with the Departments Management Team to provide effective leadership and rigorous programme and change management to deliver the implementation of

the department's Recovery and Modernisation Programme which will contribute to the continuous improvement of the Council.

6. The post-holder will be responsible for the design and delivery of programme structures, work streams and projects that provide the Directorate with the identified change requirements and deliver the planned medium term financial savings.

MAIN DUTIES AND RESPONSIBILITIES

1. To drive the successful transition of business change arising from the transformation programme to implementation into operational areas.
2. To direct, advise on and implement appropriate change management methodologies and techniques to ensure these are appropriately deployed by senior managers and project and programme executives on all change initiatives within the department's transformation portfolio in order to maximise adoption and usage whilst minimising resistance.
3. To develop and implement the overarching change management strategy and plan for the department's transformation programme, overseeing and directing the development of appropriate level plans and strategies within individual projects and joint projects to ensure these are aligned and mutually reinforcing.
4. Lead change management activities within the department, ensuring that the appropriate structured methodologies are applied and integrated into project and programme plans; develop and support a team of change agents and manage the activities of local change teams within the department
5. Work closely with businesses to evaluate and ensure user readiness for change and direct the appropriate change management activities within projects
6. Work with operational managers to embed changes within the business, identifying what changes in processes, procedures and practices are needed to achieve change and deliver the planned benefits and ensuring that managers have the necessary information to communicate changes and their impact to staff
7. To manage the relationship and maintain two-way communication between the corporate Recovery and Modernisation programme, other department's transformation programmes and business operations/service teams; identifying change issues and risks within businesses arising from the portfolio and drawing on these to develop communications strategies within the department and to advise projects and programmes on change management activity and sequencing of change
8. To work to the Director and with the department management team, finance staff and a range of partners to develop and manage the transformation programme, which will modernise services, scrutinise models of support, improve outcomes and improve value for money for the Council.
9. To support and oversee the work streams which make up this programme. To ensure that the programme is evidence based and follows best practice. To lead a process of

culture and practice change where necessary.

10. To coordinate and present highlight reports and analysis of the programme through the programme governance and through other existing governance structures for senior officers and Elected Members.
11. Actively consider new and innovative ways of delivering services that provide high quality and good value for money. Research and benchmark to establish most effective delivery methods.
12. Drive the implementation of consistently high quality service standards and levels of customer service, establish and monitor performance using Council project management and service review approaches.
13. Identify timely responses to overcome performance issues and take appropriate action where required.
14. Maintain a central resource of documentation in relation to all aspects of the programme
15. The post holder will be expected to undertake additional duties or responsibilities consistent with the role as allocated by the Director

**LONDON BOROUGH OF MERTON
PERSON SPECIFICATION**

POST TITLE: Change Programme Manager – Children’s Schools and Families

Grade: MGB

Date: June 2021

Qualifications and Education

1. Educated to a higher level (degree level qualification or equivalent) or relevant experience
2. Evidence of continuing professional and/or technical development.
3. Relevant professional qualifications and training specific to transformational change and programme management

Skills

1. Outcomes focused and solution-oriented
2. Excellent programme management skills
3. Exhibits confidence and leadership, engages emotionally and can show evidence of influencing key stakeholders externally and internally
4. Is an authentic and inspiring leader, able to build inclusive and high-performing teams
5. Delivers excellent service to colleagues and clients
6. Excellent planning and organisational skills with the ability to set and monitor priorities for oneself and the service
7. Resilience and ability to cope within a challenging environment
8. Applies judgement in managing risk, supporting their senior leadership to deliver on commitments to savings
9. Can lead in ambiguous situations, demonstrates resilience, readily adapts to change and exhibits personal growth

Knowledge and Experience

1. Substantial senior management experience within a complex, multi-agency service system, including experience of extensive service change
2. Sound knowledge of effective programme management methodologies and change implementation
3. Managing different organisational cultures in health, social care and education including working across professional groups
4. Experience of leading involvement of service users and carers in service delivery
5. Evidenced excellent influencing and negotiation skills to drive and manage change within teams and deliver strategic priorities
6. Evidenced innovative and imaginative approach and the ability to identify new and credible options for service development
7. Proven experience of practice and culture development, applying strong analytical skills and lateral thinking to develop service plans and solutions
8. Proven stakeholder management and engagement skills, combined with evidence of political awareness and sensitivity to stakeholder needs and priorities
9. Excellent interpersonal skills with the ability to establish positive working relationships with staff at all levels, corporate colleagues, external organisations etc. to generate confidence, trust and respect
10. Experience of interpreting vision and strategy to drive delivery through strong and effective leadership.
11. Experience of setting service standards that will enhance the reputation of the Council and empowers others to deliver. Leading and delivering successful organisational and cultural change programmes.
12. Experience of budget management and budget re-profiling