LONDON BOROUGH OF MERTON
CORPORATE SERVICES DEPARTMENT
JOB DESCRIPTION

POST TITLE:	**Head of Continuous Improvement**
Grade:	MGA
Division	Business Improvement
Location:	LB Merton
Responsible to:	Assistant Director Business Improvement
Responsible for:	Programme Officer
	Business Improvement Advisers x2
	Additional Business Improvement Advisors, Business Analysts, Project/Programme Managers, Project Support Officers as required
Post number:	TBC **Date:** August 2014

MAIN PURPOSE

- To support the delivery of a portfolio of business improvement activities that enables the Council to genuinely transform and move from a 'good' to a 'great' organisation, ensuring that sufficient resources and expertise are available to support the planned transformation and a culture of continuous improvement.

- To lead and manage the council's Programme Office so as to provide an effective framework for the identification, design, development, prioritisation and management of the council's transformation portfolio and assure delivery of significant change and improvement initiatives.

- To promote and embed a culture of continuous improvement through provision of training, information, guidance, procedures and frameworks; establishing and managing centres of excellence in relation to business improvement activity and project and programme management (PPM) across the council.

- To lead on, coordinate and manage significant and cross cutting change and improvement programmes and projects as required

MAIN DUTIES AND RESPONSIBILITIES

- Lead on the provision of the programme management office function and the development and consistent implementation of good practice through policies, procedures, guidance and templates.

- Act as the Head of Profession for PPM across the Council; champion, promote and embed a disciplined, methodical and mature approach to improvement and transformation through successful stakeholder engagement, training and awareness raising.

- Lead the conceptualisation, definition and development of an agreed portfolio of improvement programmes and projects for the organisation, ensuring that it is continually reviewed to respond to and anticipate organisational need.

- Ensure that appropriate delivery arrangements are set in place for the council's transformation portfolio, including: interdependency, resource, benefit and risk and issue management; governance; evaluation; and highlight and assurance reporting.

- Establish and lead a process of continuous evaluation and review for Merton's Approach to Projects project management framework, ensuring it meets organisational demand.

- Lead the bi-annual corporate process for refreshing and developing Target Operating Models (TOM), ensuring a disciplined, cross cutting approach that defines the strategic aims of the organisation and the transformation and change required to achieve the ambitions set out.

- Ensure an appropriately robust reporting framework is in place and used effectively and that M2015, and where relevant CMT, are kept up to date and appraised of the progress, risk and issues in the delivery of the corporate transformation portfolio and TOMs.

- Ensure that change is well managed across the organisation, in accordance with good practice and appropriate methodologies proportionately applied.

- Lead the design, development and delivery of a programme of service/business reviews across the council; working closely with Merton 2015, DMTs and service leads to ensure that this reflects organisational priorities and that outcomes are implemented and improvement achieved.

- Lead on the conceptualisation, design, planning, initiation and implementation of projects, programmes, assignments and work plans that respond to and resolve – or prevent – organisational issues and challenges or introduce significant business improvements, coordinating resources (staff, budgets, equipment) effectively to deliver to time and on budget and advising clients/users as necessary on all phases.

- Champion Lean principles and Lean thinking – as well as other complementary business improvement methodologies, tools and techniques – across the council, applying the full range of tools and techniques flexibly and pragmatically and working with managers to secure commitment to the adoption of a culture of continuous improvement in all service areas.

- Deploy highly developed influencing skills to persuade others to commit to and engage with major changes and improvements, significantly and positively influencing the way the Council organises its business processes.

- Work to enhance the reputation of the team and division and build relationships such that the Programme Office is seen as adding value to the work of services and departments and its intervention and support is actively sought.

- Lead and deliver a high quality customer-focused service, ensuring that business requirements and priorities are well understood and drive the priorities of the service and that customers are kept informed and receive high quality advice on issues and opportunities.

- Effectively direct and manage a portfolio of complex and highly technical assignments, projects and work programmes, exploiting synergies and managing interdependencies and conflicts effectively and continually prioritising and re-prioritising work effectively to meet ever changing organisational demands

- Manage the budget for the service, together with any allocated programme and project funding in line with the Council's Standing Orders.

- Ensure that all business improvement activity takes account of and manages appropriately its responsibilities in relation to equalities.

- Manage a high performing team of professionals (business analysis, project, programme and portfolio management), ensuring the highest professional standards, outstanding performance and that the Council's policies and procedures are consistently adhered to within the team.

- Foster and maintain a culture of innovation, creativity and continuous improvement within the team, encouraging and facilitating inventive and original solutions and proposals and recognising and rewarding positive input.

- Attend Committee and other meetings, if required, outside normal office hours.

- Manage projects and programmes as required, delivering to time and on budget.

- Represent the AD of Business Improvement as appropriate

- Any other duties as requested by the AD Business Improvement or Corporate Services Director

POST TITLE: Head of Programme Office
Grade: MGA
Date: August 2014

Education and Qualifications

- Degree or equivalent experience.
- Relevant Professional qualification (i.e. MSP, PMI, P3O) or equivalent experience
- Agile and/or Prince 2 practitioner (or equivalent)

Experience and Knowledge

- Proven track record of managing a Programme Office function, including designing and implementing structured programme/project management control and support processes.
- Successfully managing a customer-focused service within a large, complex multi-functional organisation with a diverse range of business units
- Practical knowledge and experience of successfully delivering significant projects, programmes, assignments and workplans, adopting appropriate project and programme management methodologies tools, and techniques.
- Leading and managing a high performing, successful team of professionals, planning, controlling and formally reviewing projects, assignments and work programmes and initiating performance management frameworks to achieving results.
- Successfully leading innovation and change.
- Benefits, interdependency and risk management, coordination and planning.
- Development and delivery of strategies and business plans and business continuity planning.
- Identifying and delivering continuous improvement.
- Experience of managing/monitoring budgets
- Successfully applying Lean tools and techniques in a business environment to achieve significant change and improvement.
- Working knowledge of the full range of business process improvement methodologies and approaches, including but not limited to Lean, and their strengths and weaknesses.
- Budget setting, control and management

Skills

- Highly developed inter-personal skills, including the ability to empathise with others and to negotiate and influence peers and more senior stakeholders to ensure that advice regarding the specialism is acted upon.
- Ability to direct, facilitate and evaluate the analysis and re-design of business processes.
- Highly effective and persuasive in both written and verbal communication at all levels
- Able to lead and secure commitment from staff, to motivate and direct staff to succeed, and to develop a productive and positive team culture.

- Able to produce consistently high quality documentation and materials, and to ensure the same of staff within the team.
- Able to deliver a customer-focused service.
- Proven ability to direct, manage and control complex and significant projects effectively.
- Ability to identify creative, realistic solutions to problems and deal appropriately with issues which may be controversial or sensitive
- Demonstrated ability to prioritise workload under intense and diverse pressures
- Advanced analytical skills, including root cause analysis
- Excellent numerical skills
- Strategy and planning.

Understanding and Aptitude
- Understands the importance of complying with the Council's procedures, policies and Standing Orders and of ensuring staff within the team do so.
- Possesses a broad understanding of business and business skills, and understands the significance of commercial constraints and the principles of value for money.
- Clear understanding of ways in which the council's policy of equality in employment and service provision can be reflected in all aspects of work of the team
- Able to evaluate new ideas and opportunities objectively and identify the best way forward.
- Makes time to review projects, identify lessons learnt from successes and problems to ensure future success
- Able to recognise potential assignments outside own areas of specialisation and bring to bear appropriate expertise as necessary