

LONDON BOROUGH OF LEWISHAM

JOB DESCRIPTION

Designation:	Service Improvement and Change Manager	Grade:	PO7
Reports to (Designation):	Head of Housing Policy, Performance and Service Improvement	Grade:	SMG3
Directorate:	Housing	Section:	Housing Strategy

Main Purpose of the job:

To lead service improvement and change projects across the Housing Directorate and be responsible for realising the identified project benefits.

To set up and manage complex projects with significant benefits realization or delivery dependencies that are core to delivering the division and Council's strategic priorities

To lead on and effectively manage multi-disciplinary project teams to deliver organisational and cultural change across the Council's housing services

Summary of Responsibilities and Personal Duties:

1. To be responsible for driving the delivery of change projects across strategic, operational frontline and support functions and influencing new ways of working to deliver the Housing Directorate's Service Improvement objectives.
2. To lead on projects that will be one or more of the following: particularly large in scale, particularly complex, have significant benefits realisation or delivery dependencies, or are core to the housing division and Council's strategic priorities.
3. To successfully lead multiple project teams adopting a multi-disciplinary approach to finding solutions using lean, agile and design-led methodology to gather insights, prototype solutions and implement creative ideas for change.
4. To ensure that projects are delivered to scope, within budget and to agreed timeframes,
5. To lead, influence and stimulate behavioural change by using targeted service redesign and change techniques with individuals, groups and teams in a positive and supportive way
6. To ensure changes are fully embedded into the relevant services, engendering a positive results focused working environment to reduce resistance and address the doubts and uncertainty surrounding the change.
7. To work collaboratively with services, staff and managers to develop workable and innovative solutions to complex business problems as a means of increasing efficiency, improving the delivery of services to customers and delivering tangible benefits to the customer and organisation
8. To facilitate the creation of project work streams and project boards as appropriate and the

appointment of individuals to the project delivery teams, ensuring there is an efficient allocation of resource and expertise within the project.

9. To manage all aspects of project delivery, including feasibility and business case design; project planning; dependencies and interfaces between projects; risks and mitigating actions and project governance
10. To monitor and control team performance against plans and to maintain effective financial and project progress forecasting, and reports as appropriate.
11. To ensure that projects are formally closed and reviewed, that lessons learned are captured, appropriate action taken and to produce appropriate documentation to support these processes.
12. To analyse budgets and track saving projections related to the directly managed projects ensuring change is delivered on time and in accordance with project objectives
13. To initiate extra activities and management approaches wherever gaps or issues are identified
14. To use the results of analytical modelling and forecasting to assess opportunities for change and enable evidence based decision-making practice
15. To provide strategic leadership and direction to secure commitment to change by engaging and managing stakeholder interests and tailoring communications to different audiences in ways that invigorate interest and relay complex issues easily and effectively
16. To build effective working relationships and achieve agreed objectives through strong negotiating and influencing capabilities and by working in partnership with Executive Directors, Heads of Service, Service Group Managers and staff across the Council
17. To lead effective communication and engagement activity for projects internally and with external organisations, including the voluntary and community sector, partners and Central Government departments
18. To take responsibility to mitigate or resolve arising challenges to ensure successful delivery of project and programme outcomes
19. To support Heads of Service and Executive Directors to deliver savings identified and support the Council's Budget Strategy
20. To strategically advise and report to members of the respective Programme Boards including the Chief Executive, Executive Directors as well as Heads of Service and Elected Members and appropriate Boards/Committees as required
21. To effectively commission and manage third party support for specific projects in line with the Council's Standing Orders and Financial Regulations and comply with H&S and equal opportunities requirements

Internal Contacts: These include: Chief Executive, Executive Directors, Heads of Service, Service Group Managers and all staff

External Contacts: This will include: Customers, Voluntary & Community Sector, Partners, Central Government departments and agencies, Contractors

To carry out the duties of the post with due regard to the Council's relevant codes and procedures.

All employees are required to participate in the Performance Evaluation Scheme (PES) and to undertake appropriate training and development identified to enhance their work.

Undertake other duties, commensurate with the grade, as may reasonably be required.

Consideration will be given to restructuring the duties of this post for a disabled postholder

THIS JOB DESCRIPTION MAY NEED TO BE AMENDED BY THE DIRECTORATE TO
MEET THE CHANGING NEEDS OF THE SERVICE.

Number of fully managed staff: As required, see below

Number of partially managed staff: - As required, see below

The postholder will be expected to supervise up to 8 members of a project team some of whom may be at a senior level within the organisation. This will be an everyday feature of their job role and the members and numbers of staff supervised will change dependent on the project being undertaken. The postholder may manage multiple project teams at one time, which also may involve external stakeholders

PERSON SPECIFICATION

JOB TITLE: Service Improvement and Change Manager

POST NO:

DEPARTMENT: Housing Services

GRADE: PO7

Note to Candidates

The Person Specification is a picture of the skills, knowledge and experience needed to carry out the job. It has been used to draw up the advert and will also be used in the shortlisting and interview process for this post.

Those categories marked 'S' will be used especially for the purpose of shortlisting.

Please ensure that Equality and Diversity issues are addressed specifically in relation to the role for which you are applying when addressing the requirements of this person specification where appropriate.

If you are a disabled person, but are unable to meet some of the job requirements specifically because of your disability, please address this in your application. If you meet all the other criteria you will be shortlisted and we will explore jointly with you if there are ways in which the job can be changed to enable you to meet the requirements.

Equality & Diversity

Commitment to implement the Council's Equal Opportunities policies S

Ability to demonstrate commitment to the principles of equality in employment and service delivery S

Knowledge

Substantial knowledge of effective project management methodologies and processes, including waterfall and Agile delivery methods S

Knowledge of methods and techniques for meeting business requirements; including business analysis, technical options appraisals, requirements gathering and process mapping / re-engineering S

Extensive knowledge of methods and techniques to manage and influence behavioral and cultural change S

Extensive knowledge of transformation, service redesign and service improvement models and good practice S

Aptitude

Ability to work in and lead a small team S

Flexible, innovative and creative approach

Demonstrates strong commitment to public services and local democracy

Has high degree of integrity

Shows resilience and toughness under pressure

Demonstrates strong interpersonal and networking styles

Ability to synthesize data and use insights to drive
improvement

Skills

(Skills can only be used as shortlisting criteria if the skill is to be tested)

(To Be Tested– S)

Excellent communication skills both written and verbal; an influential and persuasive communicator

Excellent project management skills

Excellent change management skills

Effective budget management skills

Excellent political awareness

Experience

Extensive experience of successfully delivering service redesign and change projects in which improve customer focused service delivery and deliver savings S

Experience of taking a data-led approach to successfully embed change within operational teams S

Excellent record of engaging with a wide range of internal and external stakeholders and building and maintaining productive working relationships to achieve change S

Extensive experience of managing and motivating people to achieve successful outcomes and deliver change S

Proven experience of proactively working on own initiative, under pressure to tight timescales, managing and prioritising workload.

General Education

Excellent level of numeracy and literacy

Relevant qualification or experience

Personal Qualities

Comfortable and confident in building appropriate and effective business relationships.

Creates a culture of learning to maintain a capable and high performing workforce

Driven and curious, always seeking to understand the root of a problem and find a solution.

Circumstances

Able to attend meetings in the evening and, on occasions, work outside and beyond the normal office hours to ensure deadlines and business objectives are achieved

DBS Disclosure Required? **No** ☒ **Basic** ☐ **Enhanced** ☐

(Tick as appropriate – guidance available from your HR Advisor)