

JOB PROFILE

POST TITLE:	Head of Change Management
GRADE:	L
DIRECTORATE:	Business Services
RESPONSIBLE TO:	Director of Business Services
RESPONSIBLE FOR:	Change and Continuous Agility
LOCATION:	Hindlip
DIRECT AND INDIRECT BUDGET RESPONSIBILITY:	To be confirmed on an annual basis.
JOB PURPOSE:	<p>To lead the Change function, delivering the significant cultural change required to move to a new operating model and to introduce a customer service ethos.</p> <p>To develop the Portfolio Management Office function and team to enable coherent, controlled, professionally supported projects to deliver the force business plans.</p> <p>To develop and deliver the annual Change Management business plan aligned to the Force's objectives, focusing on clear outcomes and efficiencies.</p> <p>To lead the economic, efficient and effective delivery of the Change portfolio in order to meet operational and strategic outcomes in a manner that is both conformant and performant to the service specification</p> <p>To lead by example and develop teams and direct all aspects of capability, competency and capacity in order to ensure alignment with the strategy, vision and needs of the Force.</p> <p>To adopt a strong commercial focus and play a key role in shaping and continually reviewing strategy and plans, embedding a culture of continuous service improvement.</p> <p>To ensure that the services culture, controls, governance, organisation, resources, structure and</p>

	<p>performance demonstrably deliver to the stated outcomes.</p> <p>To work at a strategic level with senior stakeholders within the Force and partner organisations/agencies to best meet the current and future needs of front line staff and stakeholders in a sustainable manner that service client(s) and service users value and trust.</p>
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MAIN RESPONSIBILITIES (General):

1. May be required to deputise in part or in full for the Director of Business Services
2. Provide expert day-to-day leadership of the Change function, acting as a role model to embed the standards, behaviours and strategies needed to bring about lasting improvements and a culture of service excellence
3. Maintain an organisation-wide understanding and management of all aspects of the service including strategic objectives, service delivery, service risks, resource planning, demand planning, capacity planning, contingency planning, continuity planning, processes, performance, tools, technology and people
4. Support service design, deployment and delivery, including target operational model development, ensuring that service delivery facilitates the overall outcomes of the organisation, in a manner that service clients and user's value and trust
5. Drive ongoing review of the services, ensuring that they meet the outcomes of the organisation and deliver to exceptionally high standards
6. Ensure a comprehensive understanding of the cost of the Change Management service, managing financial budgets and cost controls, ensuring all services are delivered within budget, in a cost effective and value-adding manner in accordance with prevailing Finance and Contract Regulations.
7. Ensure that effective, appropriate and relevant levels of control, compliance and risk management are in place, including anyone with Delegated Authority, in order to ensure and assure that the organisation is fully compliant with the prevailing Finance and Contract Regulations
8. Lead engagement with senior stakeholders across the organisation and externally. Work with colleagues to build functionality, capability, competency and capacity within the services organisation, driving high standards of service performance
9. Develop and implement service strategy and plans, informed by an understanding of demand and resource planning, to respond to internal and external drivers.
10. Establish a culture of service excellence, continuous improvement and innovation, championing best practice standards, frameworks and tools and ensuring processes and technologies are optimised
11. Drive high performance service delivery to be more proactive and predictive. Challenge existing practice and identify new and better ways of working and structuring services for the future

12. Monitor, coach, support, motivate and develop team members to enable them to deliver to the best of their ability and potential
13. Develop a structured approach to performance management, talent management and succession planning that drives high performance, offers effective learning and development for staff and ensures long term service continuity.
14. Guide and support managers in the planning and implementation of service delivery and improvement by developing initiatives that are aligned with the rest of the Senior Leadership Team
15. Lead the development of effective communications and engagement strategies in relation to service review, design, commissioning, delivery and improvement plans.
16. Lead service review, delivery, reporting and improvement, as well as managing their interdependencies. This includes:
 - a. Identifying clear outcome measures, robust benefit realisation plan and value proposition
 - b. Service planning - monitoring overall service performance, resolving issues/problems and initiating corrective action as appropriate.
 - c. Accountability for service risks and issues in conjunction with key stakeholders
 - d. Service continuity planning
 - e. Reporting to key stakeholders on all aspects of service performance and delivery through the relevant boards, committees and forums.
17. Ensure that a service governance and support framework is in place and operates in line with the Force methodologies and other agreed standards
18. Keep informed and up-to-date with internal and external drivers for change e.g. horizon scanning relevant to the service for which the role is accountable, including, but not limited to, changes in demand, legislation, technology, national policing directives and leading practice in other forces/organisations.
19. Ensure that interdependencies between other services/initiatives within the organisation and externally are understood and managed
20. Fulfilling the role of Information Asset Owner (IAO) for all information and information processing systems managed within the business area including:
 - providing written input on the security and use of information annually to the SIROS and, if applicable, the Information Management Strategy Board
 - appropriate monitoring activities in support of maintaining good Information Assurance governance, including policy and procedure amendment
 - addressing and managing actual or potential security breaches, supported by the Information Security Officers
 - periodic checks of system users access rights, taking appropriate action to revoke such rights when necessary
 - reviewing new requests for system access to AIM (e.g. new and revised applications)
 - ensuring appropriate controls are in place for the secure handling, storage, movement, and disposal of information and decommissioning of information processing systems

21. Undertake other duties commensurate with the nature, level of responsibility and grading of this post, as required

MAIN RESPONSIBILITIES (Role Specific):

1. Lead the operational, professional and strategic change within the Force.
2. Lead the planning, prioritisation, resourcing and control of all business change activity.
3. Lead service business change for the Force, with responsibility for organisational-wide projects, overall programme alignment and the design and delivery of projects within time, resource and financial constraints
4. Establish effective and up to date change methodology, change practice, tools and standards are in place, driving a collaborative and productive approach to change management.
5. Ensure effective change governance is in place including prioritisation, business case, PMO, project tracking and reporting to ensure the Change programmes meet the required outcomes of the organisation
6. Create and execute a programme benefits tracking strategy
7. Ensure successful outcomes by rigorously tracking progress to plan, keeping stakeholders updated and taking corrective action as required to deliver programmes to time and budget
8. Track change at a portfolio level to ensure that opportunities to integrate projects and programmes and track inter-dependencies are effectively managed
9. Ensure technology solution requirements are defined, delivered and monitored following agreed standards, architectures, and governance
10. Financial responsibility for the Change function and for control and reporting of all financial matters relating to the programmes and projects within the force.

Vetting level:	Management Vetting (MV)
Special Conditions:	Regular travel throughout the Force area Politically Restricted post

PERSON SPECIFICATION

Knowledge:

- This highly visible role requires a goal-oriented individual with strong leadership skills and an unwavering focus on making the function and the wider Business Services a success
- Qualified to degree level or equivalent with a management or professional qualification in a related discipline
- Extensive knowledge of Change Management with a knowledge of Shared Services Operations
- Ability to drive change and embrace change and new technology, whilst driving high standards of service delivery and rigorous performance management of their people.
- Specialist knowledge in areas of service design, delivery, commissioning, contracting and procurement, service redesign, benefits realisation and performance management including tools and methodologies (e.g.

customer service, process, quality, governance structures, technology and people)

- Excellent understanding of financial systems, budgetary monitoring and systems, valuing outcomes against cost inputs
- Understanding of working within the public sector would be an advantage
- Understand and contribute to the development of the strategic aims and objectives of the organisation
- Understand the impact of people, process, technology and information on the delivery of services

Experience:

- Extensive demonstrable experience and successful track record of leading, continuous improvement and innovation through the complete service lifecycle in a large and/or complex organisation
- Experience of leading and delivering on large scale cultural change and service excellence programmes e.g. moving an organisation up from a low level of maturity to a measurably higher level of maturity and performance
- Senior level leadership and management experience in an organisation of comparable scope and complexity, with strong contributions to strategic organisational development and change, particularly in relation to customer facing services
- Proven experience of managing budgets and resource allocation procedures and management
- Experience of successfully driving a positive performance culture with systems in place to set targets, drive delivery, measure and monitor progress and achieve desired outcomes
- Strong evidence of effective and collaborative stakeholder and relationship management with a range of internal colleagues, partner organisations and other external organisations, resulting in measurable positive impact against the organisation's priorities and outcomes
- Proven experience of risk and issue management practices
- Evidence of strong decision making, integrity and leadership.
- Experience of driving change and shaping change programmes.
- Experience of working within a regulated environment would be an advantage.

Key Skills:

- A “natural” leader and influencer who can inspire, influence and motivate others in order to achieve a successful outcome for the mutual benefit of all concerned
- Ability to think creatively and strategically, with strong decision-making skills
- Highly articulate and persuasive. Understand other people’s views and take them into account. Tactfully and diplomatically persuade others by using powerful and informed arguments to achieve satisfactory outcomes for all
- Ability to utilise a range of analytical techniques to understand, provide and receive highly complex, sensitive or contentious information
- Extensive and demonstrable professional experience in the design, deployment, delivery and optimisation of similar service in a complex environment
- Ability to energise and engage others through periods of change
- High degree of political and commercial acumen
- High degree of tenacity with an ability to see things to fruition
- Reliable and resilient under pressure, remaining calm and confident at all times including periods of demanding/changing deadlines and priorities
- Anticipate and resolve problems before they arise
- Confident in own ability with a willingness to take calculated and informed risk
- Excellent presentation skills
- Excellent organisational skills
- Excellent service management skills

PERSONAL QUALITIES: Head of Service

(The Competency Framework is based, but not limited to, the College of policing framework Level 3)

I am Emotionally Aware

- I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate.
- I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance.
- I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed.
- I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions.
- I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.

I Take Ownership

- I act as a role model and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame.
- I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities.
- I define and enforce the standards and processes that will help this to happen.
- I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance.
- I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.
- I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.

I am Collaborative

- I am politically aware, and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures.
- I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private).
- I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities.
- I create an environment where partnership working flourishes and creates tangible benefits for all.

I deliver, support and inspire

- I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made.
- I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.
- I ensure that everyone understands their role in helping the police service to achieve this vision.
- I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.
- I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.
- I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.
- I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners.
- I motivate and inspire others to deliver challenging goals.

I analyse critically

- I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios.
- I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial.
- I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations.
- I use my knowledge of the wider external environment and long-term situations to inform effective decision making.
- I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support

I am innovative and open-minded

- I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance.
- I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements.
- I work to create an innovative learning culture, recognising and promoting innovative activities.
- I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere.
- I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.

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