

Job Description

Post Title: Head of Programme and Change Management		Post Number
		Date
Department: Office of the Chief Executive	Division / Branch:	
Section:	Responsible to: Chief Executive Officer	

Overall Purpose of this Post:

The incumbent of this position is accountable to the Chief Executive Officer for leading the design and delivery of a strategic portfolio of programmes and change management activity that is aligned to, and supportive of, the vision and strategic priorities of Leicester City Council.

Major Objectives: *These will include, as appropriate, those that reflect key corporate priorities, for example, Cultural Diversity, Social Justice, Environmental Quality and Economic Prosperity.*

The major objective of this role is to support the Chief Executive and management team in developing, introducing and driving consistent programme and change management approaches throughout the Council, in order to achieve intended strategic outcomes through successful portfolio and programme delivery.

The Head of Programme and Change Management will oversee the provision of specialist expertise, methodologies and tools to the Strategic Directors to enable them to structure and deliver their programmes and change initiatives through all phases of development and delivery.

Summary of job tasks: The tasks listed are, generally, only those taking at least 10% of the postholder's time.

The incumbent will be responsible for developing and implementing across the Council, a programme and change management capability that comprises:

- (1) a 'programme planning and review' function – that (a) leads and facilitates the design and development of an integrated portfolio of programmes (across Departments and partnerships) linked to the Corporate Plan, and (b) monitors, evaluates and controls emerging programme and project submissions from line departments and partners, to ensure that they too are consistent with the overall corporate vision, objectives and priorities of the Council;
- (2) a 'programme implementation' function – that monitors, evaluates and controls the execution of capital and (major) recurrent programmes and initiatives identified in the Council's business plans to ensure the proper management of risk and benefits realisation;
- (3) a 'project and resource management' function – that assists line Departments (and partners) in (a) developing project plans in support of the Council's strategic priorities, (b) finding resources (including external partners) to deliver those plans, and (c) in monitoring and tracking the progress achieved against those plans; and
- (4) a 'change management' function – that provides a specialised, in-house project management led capacity for (a) delivering corporate/cross-service business transformation initiatives for the Council as a whole, and for (b) supporting managers in line Departments in the execution of specific change initiatives, so that they can retain a focus on their day to day, mission critical

management activities.

In executing the above responsibilities, the Head of Programme and Change Management will:

- Effectively plan **change management** activities throughout the Council by establishing clear benchmarks, deliverables, timelines, and outcomes and holding programme / projects managers in line Departments accountable for the realisation of intended benefits.
- Establish **Programme Governance** and organisational structures to ensure responsibility, accountability, efficiency, and effectiveness and define roles and responsibilities within these structures, as appropriate.
- Work with the Management Team to ensure **Portfolio Optimization**, by reviewing and aligning initiatives with the Council's Strategic Priorities, and optimizing and planning the programmes to deliver maximum value.
- Ensuring adequate **approach and planning** to programme management, by structuring programmes to deliver value and to respond to strategy changes. This will involve adopting approaches to reduce the risk of major programme failure; ensure that value is added throughout the programme; and securing and planning financial and human resources for the programmes as required.
- Establish an appropriate **Programme Management Office** and define key governance processes, including plan management, change control, risks and issues, governance/reporting and document management.
- Develop the **programme and project capabilities** within the Council to operate successfully in a programme culture. This involves the creation of an environment that accepts change and the definition of a programme to equip stakeholders with the necessary skills, training, motivation and empowerment.
- Define and implement **communications** strategy to promote awareness, secure buy-in, educate, and facilitate cultural change. This should cover all levels of programme activity – within programmes, between projects and programmes, to business sponsors, and external stakeholders.
- Support the Council's managers and project teams, by providing change management **advice and coaching** around people-related issues and their business impact.
- Create and maintain a **change management framework and toolkit** to provide best practice approaches to organisation and workforce transitions.
- Support the development of a **change culture** by providing change management support to business units, acting as a role model, and providing direction on the people implications of strategic change projects.
- Align all programme and change management activities to **benefits realisation**, ensuring that strategic change initiatives are positively affecting the delivery of customer and service outcomes.
- Contribute as appropriate to Council's emergency planning and business continuity arrangements.

Is this post classified as 'politically restricted', as in the Local Government and Housing Act 1989, either

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| a) because of its salary level ? , or | Yes | No |
| b) because the postholder is required regularly to advise the Council and its Committees, or communicates with the media on behalf of the Council? | Yes | No |

Is this post subject to exemption from The Rehabilitation of Offenders Act 1974 ?

Yes No

	Job Requirements: Essential (E) or Desirable (D).	E/D
A. Training & Education	<ul style="list-style-type: none"> ● Degree level education is required, preferably in a subject related to Public Policy, Organisational Change and /or Human Resources (e.g. HRM, Organisation Development, Occupational Psychology etc.) 	E
	<ul style="list-style-type: none"> ● Professional Programme Management qualification (such as PRINCE2 Managing Successful Programmes, or PMI Program Management Professional) 	E
B. Experience	<ul style="list-style-type: none"> ● Strategic leadership of complex programmes of change in a large multi-functional organisation 	E
	<ul style="list-style-type: none"> ● Record of coaching and advising senior management on programme direction. 	E

	<ul style="list-style-type: none"> ● Successful experience of working at executive board level in a large multi-functional organisation and of multi-partnership working. ● Senior programme or project management experience in Public Sector organisation ● Successfully effecting cultural organisation change, and developing staff capabilities 	E E E
C. Equal Opportunity	<ul style="list-style-type: none"> ● Proven commitment to embracing diversity and equal opportunities 	E
D. Other Skills	<ul style="list-style-type: none"> ● Detailed project management skills including planning, risk and issue management, ● Ability to act with tact and diplomacy in sensitive situations ● Ability to communicate and influence at all levels of an organisation ● Desire to take accountability and responsibility ● Effective presentation of ideas and concepts in order to engage peers and associates. ● Confidence in self and own ability to lead and deliver ● Appetite for change 	E E E E E E E
E. Other Conditions Including any hazardous or environmentally adverse conditions	N/A	