

GLPC Job Description

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|  | Job Title | Improvement Programme Manager (Housing / ASC) |
| | Directorate | Community Wellbeing |
| | Department | Performance, Insight & Improvement |
| | Grade | PO7 |
| | Reports to | Head of Performance, Insight & Improvement |
| | Staffing Responsibility | Performance Manager, Service Improvement Manager, Systems & Information Lead |

Job Purpose:

1. Lead continuous improvement across the Housing / ASC directorate through managing and developing a high-performing multi-disciplinary team that can successfully develop strategy, deliver cultural change, re-engineer business processes, and provide accurate performance information.
2. Effective Programme Management of a large and complex programme of improvement work, ensuring projects are well-defined, that all stakeholders have appropriate visibility of progress, risks and issues, and that benefits are successfully delivered.
3. To work collaboratively with the Strategic and Operational Director, Heads of Service, and Departmental Management teams to support the department's strategic policy and change agendas to deliver effective services.
4. To proactively contribute to the overall function of the Performance, Insight and Improvement Service; designing tools, processes and ways of working to plan and deliver the required organisational and behaviour change.

Principal Accountabilities and Responsibilities:

1. Responsible for driving the delivery of transformational change projects across strategic, frontline and support functions, influencing new ways of working to support the objectives of the department and the Council, and delivering savings to support the Council's Financial Strategy.
2. Manage and oversee all aspects of project delivery; including feasibility and service / project design; project planning; dependencies and interfaces between projects; risks and mitigating actions and project governance
3. Analyse budgets and track saving projections across projects to ensure change is delivered on time and in accordance with set objectives.
4. Be responsible for successfully implementing change projects, transition planning and the stabilisation of change across the department.
5. Work with a range of stakeholders, including service users, operational teams, Directors, Heads of Service, and Elected Members, to identify opportunities for improvements,

- evidencing the need for change.
6. Lead the creation and definition of new projects, ensuring clear and measurable objectives are set, and practical plans are in place to support delivery.
 7. Lead, influence and stimulate cultural and behavioural change by using targeted service redesign and change techniques with individuals, groups and teams in a positive and supportive way
 8. Work collaboratively with services, staff and managers to design 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.
 9. Successfully lead multi-disciplinary teams to co-design and implement solutions for change and engender a positive results-focused working environment, to reduce resistance and address the doubts and uncertainty surrounding change
 10. Ensure evidence-based decision making is embedded in project design and delivery, making use of analytical modelling and forecasting, customer insight and performance information to assess opportunities for change, and to design services and interventions that will have maximum impact.
 11. Design, implement and monitor practical and effective measures to assess the impact of strategies and improvement projects within the programme.
 12. 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.
 13. Build effective working relationships and achieve agreed objectives through strong negotiating and influencing capabilities and by working in partnership with Strategic and Operational Directors, Heads of Service, and staff across the Council.
 14. Lead effective communication and engagement activity for projects within the Programme, ensuring that both staff and elected members are engaged with the work, and building effective partnership working arrangements with external organisations, including the voluntary and community sector, partners and Central Government departments
 15. Support effective working relationships and act as an ambassador and advocate with external organisations.
 16. Manage and lead staff to achieve high performance and effective operational delivery, including developing and improving staff capability.
 17. Manage a customer focused service and the effective use of resources.
 18. Actively contribute to the Performance, Insight and Improvement leadership team, proactively contributing to the overall function and culture of the service, and developing tools, processes and ways of working that enable the service to plan and deliver the required organisational and behaviour change.
 19. Keep up to date with developments in service improvement, project and programme management best practice to ensure the service performs effectively and to the highest standards.
 20. Keep up to date with changes in Housing / Social Care legislation and practice, supporting Heads of Service to identify the implications of new legislation, government policy and developments in the wider community which impact on the council's plans, policies and services.
 21. Make a positive contribution to the delivery of the service, this will include working flexibly and positively to achieve the objectives of the council.
 22. Ensure that the council's overall vision, values and ethos are central to the requirements of the service.
 23. Safeguarding is everyone's responsibility and all employees are required to act in such a way that at all times safeguards the health and wellbeing of children and vulnerable adults.
 24. Carry out duties with due regard to the Council's Customer Care, Equal Opportunities, Information Governance, Data Protection and Health and Safety and emergency

Planning & Awareness (including to provide assistance where available) policies and procedures.

25. Employees should embed environmental sustainability into their work, actively contributing to Brent becoming a carbon-neutral borough in 2030.

26. Undertake any other duties commensurate with the general level of responsibility of this post.

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| DBS Status | No check required |
| Politically Restricted | Yes |

Person Specification

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| | <p>To be identified by: <i>Application Form(A)</i> <i>Test/assessment (T)</i> <i>Interview (I)</i></p> |
| <p>Knowledge (all criteria are essential):</p> <ul style="list-style-type: none"> • Comprehensive understanding of current policy issues facing local government and the relevant sector (Housing or Social Care), including financial pressures, public involvement, the role and function of local government and of the political context and environment • Extensive knowledge of methods and techniques to manage and influence behavioural and cultural change • Extensive knowledge of transformation, service redesign and service improvement models and good practice • Understanding of a range of quantitative and qualitative research methods and how these can be applied in exploring problems and evaluating impact | <p>A/I</p> <p>A/I</p> <p>A/T/I</p> <p>A/I</p> |
| <p>Experience (all criteria are essential):</p> <ul style="list-style-type: none"> • Extensive experience of successfully delivering service redesign and change projects which improve customer focused service delivery and deliver savings • Demonstrable experience of influencing and delivering change in a large complex organisation • Excellent record of engaging with a wide range of internal and external stakeholders and building and maintaining productive working relationships to achieve change • Extensive experience of managing and motivating people to achieve successful outcomes and deliver change • Experience of leading and motivating project teams, and supporting development of professional specialisms • Proven experience of proactively working on own initiative, under pressure to tight timescales, managing and prioritising workload. | <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> |

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| <p>Skills and abilities (all criteria are essential):</p> <ul style="list-style-type: none"> • Adopts an innovative approach to complex situations to generate new perspectives, reacting positively to problems and develops radical solutions to improve service delivery • Influential and persuasive communicator, with high level of written and verbal communication skills, engendering commitment across groups from all levels of the organisation to achieve objectives • Ability to direct thorough explorations of available evidence, and to interpret complex findings in an accessible and convincing way • Able to accept and manage changes to circumstances and prioritise, with a track record of fostering and sustaining partnerships, working collaboratively across boundaries and achieves results through motivating and leading others • Demonstrable programme and project management, service redesign, transformation and change management skills • Excellent political awareness | <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> |
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| <p>List desirable criteria:</p> | |
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