

Job Title: Business Change Programme Manager (Generic)	
Job Evaluation Number	B497

JOB DESCRIPTION

Job Title: Business Change Programme Manager (Generic)	Location: Various (see job advert)
Job Family: Business Support	Role Profile Title: BB5 Police Staff
Reports To: Head of Department (dependent on role)	Band level: 5L
Staff Responsibilities (direct line management of): <ul style="list-style-type: none"> • Direct Line Management may include Project Managers and Project Support Officers • Programme team may include day-to-day leadership and management of senior managers, senior police officers, contractors and support staff 	

a. **OVERALL PURPOSE OF THE ROLE:** Defines the role, put simply, why it exists.

The overall purpose of the role is to: lead the successful delivery of business change and transformation programmes at force, bi-lateral, regional and national (if required) level including programme definition, planning, resourcing, budget, programme governance, implementation, communication, dependency management, risk management, issue management, and programme benefits realisation.

b. **KEY ACCOUNTABILITY AREAS:** Define the important aspect of the role for which the job holder is responsible for results or outcomes.

The key result areas in the role for each programme managed are as follows:

1. Design, plan and co-ordinate all aspects of programme for the SRO (Senior Responsible Owner) to ensure the effective delivery of programme outcomes and benefits. This will include taking the programme forward from appointment, programme definition, ongoing programme management, proactive monitoring of progress, dependency management, implementation, delivery of new capabilities, benefits realisation, lessons learned and programme closure.
2. Direct the work of all Project Managers that are delivering projects within the programme and leadership of the wider programme team. Facilitate the appointment of officers, staff and contractors to the programme and project teams. Bring in resources from other departments who will be key enablers for delivery. Manage performance of the programme team and the allocation of people and skills within the projects dossier to ensure the team operates effectively and efficiently. Manage internal and external suppliers to the programme.
3. Lead and co-ordinate the proactive engagement of stakeholders and those impacted by the change via change management and communications strategies throughout the programme, supported by People Directorate, SE HR and / or Corporate Communications where appropriate. Overall responsibility for the programme's engagement with internal departments, partner organisations, regulatory agencies, all partners and the public. Accountable for all aspects of communication related to the Programme, including regular reporting to Transformation Board, CCMT and the PCC. Represent the Programme at all relevant Force, bi-lateral, regional and national meetings.
4. Accountable to the Head of Change, Deputy Chief Constable and / or SROs to ensure high standards of programme governance are delivered throughout. Set up and manage the programme governance structure including boards and teams with specific roles and responsibilities. Responsible for clearly defined and auditable decision making within the programme especially where this relates to risk management and financial management. Responsible for the programme's compliance with the agreed project/programme delivery framework and response to recommendations from gateway reviews and external audit. Ensure that programme governance enables effective delivery within the portfolio and is compliant with the relevant standards and responsibilities as a public body.

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5. Responsible for the effective management of risk within the programme including escalation and management of risks within component projects. Ensuring compliance with risk management policies and processes including the escalation of risks to the appropriate board/committee or individual. Ensuring that risks and issues are tracked effectively across the programme and initiating corrective action as appropriate.

6. Lead all aspects of programme resourcing and financial management to ensure that the Programme is kept on track and that delivery is within the allocated budgets. Responsible for the realistic financial forecasting and working with finance teams to ensure that appropriate approvals are sought at the correct level. Where external suppliers are engaged on the programme the role may involve working with procurement legal and finance to initiate and manage significant external supplier relationships.

7. Maintain awareness of the relevant national agendas, at external meetings where appropriate and balancing external requirements against the needs of the organisation.

c. **DIMENSIONS:** Include matters as key result areas that make the greatest demands on the role holder, seasonal pressures, items processed, the number of customers and/or level of authority to make financial decisions or commit other resources.

Further Comments:

Each Programme Manager may lead and deliver multiple programmes and sub-projects. These benefits and outcomes of these programmes make a significant contribution to the organisation's development plan, long term strategy and service to the public.

Programme Managers could be managing programme budgets and/or savings of several million pounds depending on the scope and range of capital spend within the programme. People impacted may include teams of up to several thousand officers and staff.

Programme Managers are line managed by the Head of Change but for each programme they are accountable directly to the SRO who will be a Chief Officer or head of department from Thames Valley Police, CT PSE or SEROCU or partner organisation.

Programme managers will be required to establish effective relationships with key stakeholders within collaboration/co-production partner organisations and develop awareness of their processes and priorities in order to successfully deliver bilateral and regional change programmes. They may also be required to represent their SRO at internal and external meetings.

d. CHARACTERISTICS OF THE ROLE

Expertise: Concerned with the level of administrative, professional and/or technical expertise (knowledge and skills) needed to perform the role effectively; may be acquired through experience, specialised training, and/or professional or specialist education and training.

<i>The knowledge or skills required in the role are as follows (essential or desirable):</i>	<i>E/D</i>
1. Good standard of education with a relevant post-graduate or vocational qualification or equivalent experience and evidence of CPD.	E
2. Recent and relevant experience in business change programme management with proven evidence of successfully delivering and embedding significant change at a senior level and in a complex organisation.	E
3. Managing Successful Programmes (MSP) qualification (or equivalent) to practitioner level or PRINCE2 practitioner (or equivalent) and willing to work towards MSP.	E
4. Excellent interpersonal, communication and stakeholder management skills in a business change programme environment. The ability to build effective relationships and negotiate with	E

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very senior level stakeholders. Experience of successfully influencing and engaging at all levels of an organisation including the involvement of those impacted by change.	
5. Proven planning and dependency management skills including experience of prioritising across a number of complex work-streams and initiatives. The ability to support senior management teams and boards to make strategic decisions about priorities based on programme outcomes and dependencies.	E
6. Adaptability and experience of delivering change in a complex environment whilst maintaining overall programme goals. The ability to support senior management teams and boards to clearly define and maintain programme goal and outcomes from strategic objectives.	E
7. Proven and relevant experience of budget management and resource allocation in a programme context. The ability to inform and influence financial management decisions and planning for programme budgets and benefits of up to several million pounds.	E
8. Proven ability to lead cross-functional teams to achieve defined outcomes including senior officers and staff. The ability to design and build programme teams, define roles and delegate effectively, particularly in a matrix management environment.	E
9. Must have capability to travel to different locations across the Force, Region and / or nationally, undertake all assignments in a timely manner, and attend regional and national meetings as required.	E
10. Experience with successfully applying change management tools and methodologies to deliver organisational changes at scale.	E
11. Experience of managing significant collaborated programmes across multiple organisations and with external partners. The ability to influence and negotiate across multiple organisations with differing strategic priorities.	D
12. Experience of delivering change in a unionised environment and of successful negotiation with staff associations and some understanding of the police service and culture.	D
Additional comments: * At interview, candidates will be asked to confirm their willingness to undertake this Basic Driving Assessment, which in turn will enable the use of a police authorised vehicle.	