Job Description

Job Title: Adults and Health Projects and Change Manager	Service Area: Adults and Health Transformation	
Directorate: Improvement Change and Control	Post Number: TBA	Evaluation Number: 6831a/b/c
Grade: PO 3 – 5	Date last updated:	

EQUALITY AND DIVERSITY
We are committed to and champion equality and diversity in all aspects of employment with the London Borough of Newham. All employees are expected to understand and promote our Equality and Diversity Policy in the course of their work.

PROTECTING OUR STAFF AND SERVICES
Adherence to Health and Safety requirements and proper risk management is required from all employees in so far as is relevant to their role. All employees are expected to understand and promote good Health and Safety practices and manage risks appropriately.

Overall Purpose of Job

The post holder will work as part of the Transformation team supporting programmes, projects and transformation activity across Adults Social Care and Health directorate.

1. To work with the Adult Social Care and Health Transformation Manager and all internal and external stakeholders to design and plan service modernisation projects. This may include:

   - Developing and preparing project and work plans

   - Implementing recognised project management techniques to ensure project robustness, including quality assurance.

2. To undertake logistical work to support the detailed design of service modernisation proposals, including:

   - Leading the identification of current ways of working, best practices and alternative models, and in interpreting new and forthcoming legislation.
   - Working alongside stakeholders including operational services in redesigning processes and setting new operating standards.

3. To understand what matters to residents, and to ensure appropriate levels of understanding throughout Health and Social Care, and amongst external partners and colleagues in respect to service change proposals.

4. To work with the Health and Social Care transformation Team Leader in managing the operational implementation of service modernisation projects. This may include:

- Monitoring and reporting on project progress
- Identification, management/mitigation and reporting of project risks and blockages
- Dealing with complex and contentious issues as they arise to ensure the successful delivery of the service modernisation project
- Documenting of comments received during consultation processes, and supporting the preparation of responses to them
- Working proactively with project leads, managers and officers to ensure service continuity during a period of change.

5. To work with the colleagues in the Transformation Team in championing, leading and enabling effective communication and appropriate employee participation within the management of change, in order to:

- Ensure staff have ownership of and understand the step change process
- Ensure that revisions to service structures and job roles are informed by knowledge of best practice within the workforce, as well as within external organisations

6. To identify and account for any deviation from plans through gap analysis, informing other stakeholders as necessary.

7. To produce project closure and/or handover documents as required.

8. To ensure that all aspects of service delivery and staff management are fully in line with Council policies, procedures and legislation, particularly in relation to equalities and diversity.

9. To uphold and ensure compliance with the Council's policies and procedures across the service, including customer complaints and Information Governance (including the Data Protection Act, the Freedom of Information Act, Caldicott and related security and confidentiality policies and procedures).

10. To ensure that the Council's vision, values and strategic objectives are achieved by providing clear sense of purpose and direction with the service and to contribute to the achievement of wider Council objectives.

11. To ensure that the services which are delivered reflect the highest professional standards and achieve the required quality standards within available budgets and reflected in a positive trend in user satisfaction.

12. To co-ordinate with transformation projects across the transformation programme and beyond and provide support and advice as required. This includes ensuring good PPM governance in combination with gateway reviews, assurance and databases in accordance with corporate requirements and best practice.

13. The post-holder will provide expert programme and project management support to project and programme managers as required across the Transformation Team and wider Council as required.

14. The role will support good PPM governance including gateway reviews and providing programme and project assurance in accordance with corporate requirements and best practice.

15. The role will actively support all aspects of programmes and projects, driving everything forward from planning to implementation, this role will directly influence the efficiency and effectiveness of the transformation projects and directly contribute to better outcomes for Newham residents.

Job Context

1. The post holder reports to the Adult Social Care and Health Transformation Manager SMR A

2. The post holder may have line management responsibility for the Transformation Programme Support Officer PO2 or Transformation Apprentice depending on grade.

3. The post holder is responsible for supporting transformation projects across the Transformation team and providing robust programme and project management support and assurance to senior management.

4. The post holder will have specific responsibilities in relation to project assurance, gateway reviews, quality assurance, governance, training, administration of any relevant ICT system, databases, resource management and repositories for documentation and PPM literature.

5. The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements.

Key Tasks and Accountabilities:

Key tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all the tasks and activities that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

PO3:

1. Manage projects from end to end, applying appropriate methodologies. Projects will be identified at risk levels and value (in terms of cost or savings) appropriate to the grade level.

2. Support change initiatives and build knowledge around the principles of change management

3. Identify programme management office requirements and provide continuous effective assistance and support to Transformation in ASC and Health in respect of its programmes and projects.

4. Responsible for the deployment of recognised, appropriate and robust project management techniques together with the corporate governance framework, methodologies, ICT systems and other appropriate PPM toolkits.

5. Develop effective communications, liaison and working relationships with all relevant organisations, bodies and individuals, both internally and externally, in order to ensure the successful delivery of programmes and project outcomes and outputs and to support senior management and management teams in doing the same.

6. Assist in the development of the benefits realisation plans for projects and programmes.

7. Ensure the effective management of risks and issues within programmes and projects, including assisting programme or project managers in maintaining risks and issues logs, and ensuring the appropriate escalation of uncontrolled risks and issues.

8. Provide advice across the Council in respect of programme, project and business leads and to support the development of robust and effective business cases and implementation plans.

9. Manage an effective reporting regime and governance for all programmes and projects, including the co-ordination of programme and project progress reports and gateway reviews.

10. Analyse data relating to transformation programmes and projects and to ensure reports are prepared for a variety of different audiences, including senior management, SRO's and key stakeholders.

11. Champion, lead and enable effective communication in respect of programme and project management, including maintaining the dependency/interdependency matrix across the Council's portfolio.

12. Assist and support the Adult Social Care and Health Transformation Managers in overseeing the administration of senior management Boards and to attend, as required, Programme and Project Boards.

13. Attend monthly project review meetings with relevant service areas to track programmes and projects and provide support and advice, where necessary.

14. Assist the Adult Social Care and Health Transformation Managers with PMO resource management, including administration of highlight reports and milestones for consultants, administration of agency employees and Council PPM resource staff. Maintaining the resource management documentation

15. Monitor the portfolio against corporate priorities and provide senior management with regular updates.

16. To undertake work packages within the defined constraints and directions set out by the SRO or Project lead.

17. Carry out such other duties within the competence of the post holder which may be reasonably required from time to time.

PO4 - all of the above (PO3) and including:

1. Implement robust project management processes covering the effective development, appraisal, approval, implementation and evaluation of assigned projects, applying and enforcing council governance and framework and methods as appropriate to the project.

2. Establish and deliver the objectives and project plan including timings, quality, and costs, monitoring on project plans ensuring that timelines are realistic and adhered to.

3. Produce project and programme related documentation as necessary and to ensure these are reviewed and updated at agreed intervals.

4. Identify, highlight and manage the internal and external dependencies within the projects and business.

5. Identify and report where appropriate resources are not being provided by the business to achieve the deliverables within the projects.

6. Develop and maintain Issues and Risks logs for the projects, ensuring that these are highlighted, managed and resolved where possible.

7. Escalate risks and issues via the project board to the workstream group and associated relevant Managers.

8. Produce a benefits realisation plan for each project, including identifying who is responsible for the delivery of each benefit.

9. Ensure that cost-avoidance savings are robustly tracked and measured, with appropriate sign off and buy in so that ROI is demonstrated.

10. Ensure the active engagement of internal and external stakeholders in the development and delivery of the projects, including managing the communication requirements.

11. Champion, lead and enable effective communication and appropriate employee participation within the management of change.

12. Manage complex projects which have a far-reaching effect across the council, requiring extensive and well-developed managerial and relationship-building skills.

13. Work with commissioners to procure suppliers and services as required by the project.

14. Provide support and guidance to the Transformation Apprentice

PO5– all of the above (PO3 and PO4) and including:

1. Manage projects from end to end, applying appropriate methodologies. Projects will be identified at risk levels and value (in terms of cost or savings) appropriate to the grade level.

2. Manage programmes and change initiatives at a level appropriate to the grade

3. Support with or take on change initiatives (dependent on risk scale and cost of the work) using the principles and tools of change management

4. Identify the financial, material, human resource and cultural implications engaging the relevant stakeholders to ensure that resources are allocated, deadlines are met and objectives achieved

5. Obtain and analyse a range of data relating to the project and draft complex reports for a variety of different audiences, including senior management, external customers and clients and user groups and produce highlight reports and report regularly to the relevant Programme and/or Project Board

6. Responsible for identifying efficiencies through business process redesign and working with operations to map processes and evidencing the need for change. Leading the implementation of the recommendations once approved.

7. To champion continuous improvement at all levels throughout the service, by responding to customer insight, reducing and eliminating "waste", and improving performance and efficiency

8. To champion a high-level understanding of emerging social care government legislation, regulatory frameworks and best practices, and to ensure appropriate levels of understanding throughout the lifecycle of the programme

9. Provide line management responsibility and direction of work packages to the Transformation Programme Support Officer PO2, any Graduate Trainee placements or Apprentices.

Administration, Finance and Performance (For all levels)

1. To uphold all of the Council's policies and procedures.

2. To apply the corporate customer complaints procedure where applicable and to be proactive in providing support when dealing with customer complaints in order to resolve the issue wherever possible, in a timely and professional manner.

3. To develop and maintain effective communications, liaison and working relationships with internal stakeholders and across the management team, and with other relevant organisations.

4. To deliver financial and statistical data on a regular basis as required.

5. To monitor budgets related to the provision of the direct service delivery, and to contribute, where required, to regular budgetary discussions with the Management Team, and similar processes within wider parts of the Service.

6. To operate within the Council's agreed Scheme of Delegation and in accordance with the Council's Code of Practice for Procurement.

7. To ensure that all aspects of training, service delivery and staff management are fully in line with Council policies procedures and legislation, particularly in relation to equalities and diversity.

8. To ensure that all appropriate standards, procedures and quality management systems are operated by all staff, and to identify and promote innovative methods for improving service quality.

9. To operate, and take action to improve, technology applications and other systems to provide information, advice and support for customers.

10. To operate within agreed planning and performance review systems to ensure a professional service which is relevant, high quality, protects customer confidentiality and provides value for money.

11. To understand what matters to customers, and to ensure appropriate levels of understanding throughout the staff delivering services

12. Demonstrates alignment with the Council's vision, aims and values

Health & Safety & Council Policy

1. To comply with the Council's policies on Health & Safety
.
2. To be responsible for all Health & Safety issues within the service area and to carry out all checks as appropriate and produce reports and assessments

3. To uphold and ensure compliance with the Council's policies and procedures across the service, including customer complaints and Information Governance (including the Data Protection Act, the Freedom of Information Act, Caldicott and related security and confidentiality policies and procedures) and to meet the Council's statutory responsibilities.
.
4. To carry out appropriate duties, as required, at any office location within the borough

5. To carry out any other duties in line with the purpose and grade of the job

6. To carry out other duties within the competence of the post holder as may be reasonably required from time to time

7. To meet all Health & Safety standards and to carry out all checks as appropriate and produce reports and assessments, when required.

Personal Specification

Job Title: Adults and Health Projects and Change Manager	Service Area: Adults and Health Transformation	
Directorate: Adults & Health	Post Number: TBA	Evaluation Number: 6831a/b/c
Grade: PO 3 - 5	Date last updated:	

IMPORTANT INFORMATION FOR APPLICANTS

The criteria listed in this Person Specification are all essential to the job. Where the Method of Assessment is stated to be the Application Form, your application needs to demonstrate clearly and concisely how you meet each of the criteria, even if other methods of assessment are also shown. If you do not address these criteria fully, or if we do not consider that you meet them, you will not be shortlisted. Please give specific examples wherever possible.

CRITERIA	METHOD OF ASSESSMENT
EQUALITY AND DIVERSITY We are committed to and champion equality and diversity in all aspects of employment with the London Borough of Newham. All employees are expected to understand and promote our Equality and Diversity Policy in the course of their work. **PROTECTING OUR STAFF AND SERVICES** Adherence to Health and Safety requirements and proper risk management is required from all employees in so far as is relevant to their role. All employees are expected to understand and promote good Health and Safety practices and manage risks appropriately.	
KNOWLEDGE: **PO3 / PO4 / PO5:** **PO3** Candidates should have been trained in the PRINCE2 project management methodology to Practitioner level or similar qualification or have experience of project	Application form/ interview

management with a willingness to gain formal qualifications.	
An understanding of Local Government an advantage. Awareness of information governance issues and legislation.	Application form/ interview
An understanding of the political context and environment.	Application form/ interview
Candidates should have previously managed projects with an understanding of risks and issues faced and whether benefits were delivered.	Application form/ interview
An understanding of change management principles and how to apply them	Application form/ interview
An understanding of benefits management and how to build it into project management and change initiatives	Application form/ interview
Good knowledge of MS: Word, PowerPoint, Excel and Visio	Application form/ interview
PO4 (all above and…):	
Candidates should be qualified in Prince 2 or another formal PM qualification	Application form/ interview
Agile principles	Application form/ interview
Financial management and budgetary control	Application form/ interview
Benefit identification and realisation in relation to programme and project management.	Application form/ interview
Risk management in relation to programme and project management.	Application form/ interview
The links between programme and project management.	Application form/ interview
Programme management principles and techniques.	Application form/ interview
Procurement processes and principles	Application form/ interview
Stakeholder analysis, interpretation and how to respond to findings	Application form/ interview
An understanding of team working theories and practices.	Application form/ interview
PO5 (all above and…)	
How to lead a programme, with formal qualification in	Application form/ interview

programme management or demonstrable relevant experience	
Benefits realisation and how to embed benefits into business operations	Application form/ interview
The principles and practice of change management	Application form/ interview
How to manage stakeholders at senior levels of internal and external organisations	Application form/ interview
How to communicate across all channels and methods and to get consistently high value from those interactions	Application form/ interview
Understanding of corporate governance and member interactions	Application form/ interview
EXPERIENCE: **PO3** Working in a project management environment Managed basic projects with risks and issues resolved, and benefits delivered. Working with a range of stakeholders and having managed them successfully **PO4 (all above and in addition):** Completing PM qualification and applying it in practice Managed financial and budgetary aspects of change and projects Managed projects and change initiatives with substantial complexity, risk and value or savings Identification of risks that were significant and found mitigations that were implemented successfully. Worked within a programme management environment Doing stakeholder analyses and implementing appropriate actions as a result Working as supportive and collaborative team member	

PO5 (all above and…)	
In leading a programme or complex project, with formal qualification or relevant demonstrable experience in programme or project management	
A track record of delivering benefits from a range of projects at different levels of risk, cost and savings and embedding them in business operations	
Leadership of a change initiative, applying principles of change management	
Managed stakeholders at senior levels of internal and external organisations	
Communication approach planned and implemented as part of a programme, project or change initiative with a variety of methods and use of channels	
Going through corporate governance producing all documents and reports to a high standard	
Experience of successful project management at a senior level in a complex organisational environment	
Experience of working within a project office environment concerned with the accuracy of project plans, risk and issue registers and their management	
Possession of a demonstrable track record of delivering results on time, to a high quality and to budget	
Experience in the corporate affairs of a complex, multi-disciplinary service orientated organisation, including project planning and the management of change	
Experience of using people management techniques to deliver change through others	
Experience of process re-design in practice	
Change management of all aspects from an 'as is' design to a 'to be' delivering all commensurate benefits	
SKILLS AND ABILITIES:	

PO3	
To manage basic projects as determined by senior managers	
Analytical ability associated with management data, the understanding and interpretation of which is key to delivery of programme and project outcomes and outputs	
A flexible approach and a willingness to embrace and promote new ways of working	
An ability to work with, support and enthuse other people	
An ability to deliver through positive interaction with project/programme team members	
An ability to lead, motivate and support and enable people	
Ability to manage conflict creatively	
Ability to build effective working relationships with individuals and organisations within and outside the council	
Ability to articulate ideas well in written and oral communications	
Demonstrates a flexible and innovative approach to problem-solving	
Ability to effectively manage conflicting priorities and to remain calm under pressure.	
PO4 (All above and in addition):	
To take on projects with substantial complexity and risk, as determined by senior managers, and deliver them effectively	
Analytical ability associated with complex management data, the understanding and interpretation of which is key to delivery of programme and project outcomes and outputs	
A flexible approach and a willingness to embrace and promote new ways of working and to practically implement in projects faced	

An ability to build rapport, work with, support and enthuse other people and to influence them when required An ability to deliver through positive interaction with project/programme team members and to educate and build team capabilities An ability to lead, motivate and support and enable people within projects even if they are senior in terms of grade Ability to manage conflict creatively, find solutions and implement them effectively Ability to articulate ideas to a high level in written and oral communications Demonstrates a flexible and innovative approach to problem-solving being able to identify root causes and then build solutions that are proportionate and effective Ability to effectively manage conflicting priorities across programmes and manage the people involved and to remain calm under pressure. **PO5 (All above and in addition):** To lead on programmes, projects and change initiatives with high level complexity and risk, as determined by senior managers, and deliver them effectively Analytical ability associated with complex management data and making links across services and organisations, the understanding and interpretation of which is key to delivery of programme and project outcomes and outputs A flexible approach and a willingness to create, identify, embrace and promote new ways of working and to practically implement in projects faced An ability to build rapport, work with, support and enthuse people who are initially opposed to the initiative you are delivering and to influence them when required An ability to lead and deliver with project/programme team members and to educate and build team capabilities	

Ability to understand when conflict is going to arise and pre-emptively manage it creatively, preventing escalation	
Ability to articulate ideas to the highest level in written and oral communications without requiring support in doing so and getting through the highest levels of corporate governance	
Recognises wicked problems and understands processes to address them and find and implement solutions or mitigations	

PERSONAL STYLE AND BEHAVIOUR:

Demonstrates a strong commitment to public services	Application form/ interview
Demonstrates strong commitment to equal opportunities	Application form/ interview
Shows a high degree of awareness towards the needs of customers	Application form/ interview
Demonstrates a disciplined approach to the achievement of personal targets	Application form/ interview
Demonstrates a flexible approach, responsive to the needs of the business.	
Demonstrates a collaborative approach to working and able to work with a wide range of people with varying knowledge and abilities	Application form/ interview
	Application form/ interview

OTHER SPECIAL REQUIREMENTS:

Willingness and ability to work occasional evenings and weekends to maintain service delivery.

Some of the duties undertaken by this post [may/will] require the post holder to have a full current driving licence, and be willing to drive a Council vehicle after completing a Council driving test.

This post is subject to a [standard/enhanced] CRB check.

This post is exempt from The Rehabilitation of

Offenders Act (1974).	