

## JOB DESCRIPTION

APPENDIX C

Before completing this form, please read the BTP 'Guide to writing job descriptions for Police Staff roles' Appendix B to the SOP.

### A. POST DETAILS:

Job Title:	Business Change Lead	Current Grade:	C002
Department:	Portfolio Transformation Team	Area:	FHQ
Reports To:	Head of Transformation	No of Posts:	1
Level of vetting:	NPPV2	Post Number:	TBC

### B. PURPOSE OF THE POST: *Why the post exists and what it has to achieve*

To drive organisational change, owning the change strategy and plan providing critical content for communicating and engaging staff, partners and stakeholders. To build, coordinate and lead the organisation wide 'change network' and assess the readiness of the business to transition to new ways of working, ensuring that adequate learning plans are in place.

### C. DIMENSIONS OF THE POST *The key statistics associated with the post*

#### Financial – Direct or Non-Direct

Non Direct:

The post holder makes recommendations that can influence the portfolio and programme delivery, working closely with Programme Managers and Business Change leads. Members of the Change Network.

#### Staff Responsibilities – Direct or Non-Direct

Direct

6 x reports (1 x Internal Communications Advisor B004, 3 x Business Change Managers (B003) and 2 x Change Network Coordinators (A006))

#### Any Other Statistical Data

The Transformation Portfolio Group is a newly created function to control and support the implementation of the BTP 2021 change portfolio. The portfolio is expected to contain 10 strategic programmes which are intended to implement a new operating model for BTP, including digital policing capabilities, shared services, and infrastructure improvements. It is anticipated that around 80 employees will be involved in the management and delivery of these change programmes and that they programmes will work alongside an external delivery partner.

**REWARD**

**D. PRINCIPAL ACCOUNTABILITIES:** *What the job is accountable for and required to deliver*

- Lead on the design and delivery of a Change Management Strategy, Framework and Toolkit and a Change Network to facilitate programme delivery and benefits realisation. To include elements such as:
  - Business Change Surveys (heat maps, maturity matrices and capability assessments)
  - Change Impact Assessment
  - Business Readiness Assessment
- Lead on the development and delivery of a portfolio change plan and ensure that the individual programmes have their own plan that follow the same principles and is complimentary in its design.
- Take responsibility for the development of an overarching internal and external communications strategy for the portfolio, whilst ensuring that the individual Programmes have their own strategies and that these follow the same direction.
- Contribute to the strategic direction, leadership and management of the Force by providing strategic advice on business change.
- Establish and deliver a clear business change direction which takes account of the complexity and interdependence of the environment and of the whole organisation, ensuring that clear aims and objectives are aligned to strategic direction..
- Exercise judgment in identifying force wide impacts and coordinate responses for the Chief Constable and Deputy Chief Constable and programme SROs.

**E. DECISION MAKING:**

**Make decisions**

Strategic business, finance and change management decisions - and be accountable for results.

**Significant say in decisions**

Influence Force Executive Board, senior management and BTPA as appropriate.

**F. CONTACT WITH OTHERS:** *The frequent contacts the post holder has with others and for what purpose*

**Internal**

The work of the post holder involves liaison with Chief Officers and senior personnel, the Force management team and employees across the organisation at all levels. Liaison with BTPA in person and at meetings, including the Chief Executive, Chairman and members. Consultation with BTP Trade Unions.

**External**

Government Departments - Home Office, Crown Prosecution Service, Department for Transport, Association of Chief Police Officers (ACPO) (England, Wales and Scotland), ACPO Performance Management Group, Association of Police Authorities (APA), National Policing Improvement Agency (NPIA) (Soon to be: National Crime Agency), National Audit Office (NAO), Her Majesty's Inspectorate of Constabulary (HMIC), Home Office and Scottish Police Forces (inc. ACPO teams), Railway Businesses (TOCs, Network Rail, Freight Operating Companies, TfL, etc), Chartered Institute of Public Finance Accountants (CIPFA), Suppliers and Contractors. Represent BTP at external meetings, conferences and exhibitions as Head of profession.

**REWARD**

**G. REQUIREMENTS:** *The skills, knowledge, experience, qualifications and training required to perform the job.*

**Essential Criteria:**

**Qualifications and Training:**

Educated to degree level with relevant post-graduate business qualification, such as an MBA, or equivalent demonstrable work experience.

Prince 2, MSP or equivalent relevant PPM work experience

Change Management qualification or relevant work experience.

**Experience:**

Significant experience at a senior level within policing, public sector or comparable organisations.

Significant successful involvement at a senior level in the delivery of large scale multi-discipline change projects / programmes managing teams of people with diverse functional skills with overall responsibility for leading employees through complex change; creating a new service or department.

Experience in the application and use of business improvement skills and/or whole systems thinking.

Experience in organisational development intervention. This should include the leadership and implementation of organisational and cultural change, and/or developing organisational structures and systems that lead to increased organisational effectiveness.

Proven experience of delivering sustainable financial efficiencies as well as implementing highly effective systems to drive, support and sustain organisational excellence.

**Skills:**

Excellent verbal and written communication skills and able to demonstrate interpersonal skills of persuasion, negotiation and arbitration.

Ability to present complex data and information in a concise and straightforward manner.

Highly self-motivated with the ability to work under pressure, produce high quality work and exercise both initiative and discretion.

Outstanding time management and organisational skills.

Excellent influencing and negotiating skills, with the ability to understand and motivate people to a high degree, by achieving a balance between tact and diplomacy.

Evidence of strong personal drive, including high levels of resilience and determination and an ability to anticipate and overcome obstacles to deliver results and demonstrate evidence of the ability to make complex judgments and decisions and to challenge current thinking in a fast moving environment.

Expert skills in Microsoft Project, Word, Excel and PowerPoint.

**Knowledge:**

Knowledge of organisational/business change within the UK policing and commercial opportunities for Shared Services, Collaboration and Outsourcing

**REWARD**

**Desired Criteria:**

**Qualifications and Training:**

**Experience:**

**Skills:**

**Knowledge:**

**H. ANY ADDITIONAL INFORMATION:** *Information relevant to the role, including any particularly challenging/ difficult aspects of the job. If competencies have been developed for this post, these can be listed here.*

**I. AUTHORISATION DETAILS**

Prepared By:	Revised by Graeme Kyle and Miranda Smith	Date:
Area Commander /FHQ		
HoD:		Date:
Evaluation Panel:		Date: 02/01/2018