Job Title:	Role Profile Number:
Business Improvement Manager	OPH43
Grade: S	**Date Prepared**:
	May 2019
Directorate/Group:	**Reporting to:**
Corporate Programmes & innovation Team	Senior Programme Manager
Structure Chart attached:	No

Role Overview

The Senior Business Improvement Manager will provide expertise to the council on business improvement. Managing a team of digital process re-designers and senior business analysts this role will provide services to the council on a consultancy basis. The Senior Business Improvement Manager will support the Director of Digital Services and Corporate Programmes to ensure a prioritised approach is given to delivery of business improvement across the council. This role is essential to enable the council to deliver its services within the tight financial budgets through delivery of innovative and efficient process development and service re-design.

Job Purpose

- To be the Council's expert in supporting business areas to transform, redesign and improve their services through the Define, Design & Deliver (3D) model.
- To use wider change management skills to ensure effective and sustainable change is delivered – and all aspects of people, process and technology change are considered and applied
- To lead, manage and continuously develop the Business Improvement, so that they can support and deliver transformational and operational process change activity
- To develop a business improvement strategy that enables the service to build and utilise a suite of continuous improvement models, tools and techniques; to support the business to grow capability within each directorate to drive efficiency and effectiveness in working practices
- To maximize the positive impact business improvement has across the organization by bringing together other support services (HR & OD, IT, Finance) to achieve the benefits of collaborative working.
- To work closely with the CP&I senior management team to contribute to the ongoing development, prioritization and effective implementation of the business improvement strategy
- To report regularly on progress to the CP&I team and CMT so that improvements can be recognized and measured

Key Accountabilities

- To bring approaches to services around business improvement and to assist others to visualise their business needs and translating them into defined/scoped requirements
- Facilitate sessions/workshops with business areas to identify: current ways of working and options for future working models; ensuring good engagement with all levels as appropriate
- To assign work to the Business Improvement team and to measure and monitor team performance
- Keep on top of new ways of working and Digital innovations and challenge current practices, identify best practice, re-engineer business processes to maximise benefits to services.
- Broker/agree with directors and heads of service scope and delivery timelines and work alongside teams to pace-set delivery
- Ensure a Digital by Default approach is taken to service redesign; maximising the use of technology throughout any business process.
- Specify and Commission specialist technical resources to deliver technical solutions to business processes; including, wherever possible, the automation of management information to support operational delivery and strategic decision making
- Providing strong leadership and management to the Business Improvement ~~& Development~~ Team
- Ensuring all Business Improvement staff are trained and equipped to provide the most effective service to the business; and have clear objectives and are managed within a robust performance framework. This will include the completion of skills assessment and production of service development plans.
- Co-ordinate specific process change documentation/guidance and deliver as appropriate
- Provide leadership and coaching to Influence behaviour change within the teams impacted by the change
- Building internal capability to own continuous improvement and integration opportunities

Supplementary Accountabilities

- Providing capability and capacity to service leads to identify, redesign and implement improved business processes
- Responsible for ensuring Service Leads map and realise benefits from service improvement activity
- Responsible for designing and implementing and continuously reviewing fit for purpose, easy to use, tools and techniques for service leads to self-manage continuous improvement activity
- Responsible for leading the design of and driving common processes for common activity across the organisation
- Actively joining up intelligence and insight between Service leads, Locality Leads, Customer Services and Performance Managers to identify opportunities for continuous improvement

Knowledge & Experience

- Track record of successful business improvement throughout a complex organization
- Understanding the public sector organization and in-particular the digital strategies in place that can be utilized to benefit service re-design/transformation

- Demonstrable ability and experience to deliver process change within a complex and fast moving change environment; including examples of driving consensus and progress with multiple and complex stakeholders
- Demonstrable experience of influencing change for customer based services using technology to drive a more automated model of service delivery
- Demonstrable experience of leading and delivering business process change projects/initiatives (including leading teams, performance management, planning, quality management, problem solving, reporting and managing risk)
- Excellent communication, facilitation, presentation and influencing skills; that can be applied to drive improvement and change
- The ability to assess complex information and data and to work with teams to develop new approaches to service delivery and transformation
- Background in Project Management; with the ability to apply this pragmatically to manage risk and deliver results in a fast moving environment
- Training in appropriate Change Management/Systems Thinking Methodology and approach and with the ability to apply this flexibly and practically in order to secure real change at pace.
- Training and experience using a Process Design methodology, with the ability to derive business change impacts from agreed 'to-be' processes
- High degree of technical skills in relation to data management and reporting
- Ability to work autonomously and as part of a team
- Significant interpersonal skills, gravitas, sensitivity and credibility to support teams, stakeholders at all levels to successfully adapt to improved ways of working
- Proven ability for making things happen and ensuring task completion and successful adoption by teams

Qualifications

- Certification in project management – eg Prince 2/AgilePM
- Certification in Business Process reengineering/Systems Thinking – (preferred but not essential)

Decision Making

- Ability to manage a team and make appropriate decisions
- Ability to contribute to and make decisions and provide recommendations to relevant forums for agreement
- Ability to clearly summarize information and produce reports for senior managers to enable decision making on aspects of change and improvement
- Make recommendations on business solutions having regard to national and local performance requirements
- Ability to make decisions on the detail of changes to business processes once agreed.
- Responsible for planning and scheduling much of own workload and that of the team

Creativity and Innovation

- Track record of operational and transformational delivery
- Strong hands-on delivery attitude
- Sensitive to need for internal ownership
- Take corrective action to manage delivery slippage
- Analysis of milestones and management dependencies
- Building and managing relationships with key stakeholders
- Cut through internal process to make get to key issues
- Credibility to work with and challenge staff at different levels of seniority
- Establish and maintain productive working relations with stakeholders
- Reviewing current processes and identifying future improvements. Implementation with the assistance of stakeholders.
- Understanding the needs of the business in terms of performance information and developing solutions
- Promoting benefits of change
- Writing specification of requirements for new performance information reports
- Use own initiative and think laterally, taking a problem-solving approach
- Excellent written and verbal communication skills.

Job Scope	Budget Holder	No
Number and types of jobs managed - Senior Business Analysts x 3 - Digital Process Re-designers x 3 **Typical tasks supervised/allocated to others** - Stakeholder engagement - Facilitate delivery and discovery workshops - Mapping processes	**Responsibility** **Asset Responsibility**:	.

Contacts and Relationships *(how the role relates to the work of others i.e. officers, groups, committees, general public, members, partner organisations, internal and external contacts of the council)*

- Work with Tier One and Tier Two leaders to scope work; present findings and support the changes
- Work with operational managers, supervisors and staff to facilitate sessions to for discovery, design and delivery
- Work with other enabling functions, eg ICT, Finance and HR&OD to drive change
- Liaise with partners and Suppliers to scope technical requirements; build new solutions, test and implement

- Work with Senior Programme Manager, Director of Digital Services and Corporate Programmes and the CP&I leadership team to drive continuous improvement across the council

Other Key Features of the role (working environment / emotional / conditions i.e. regular outside work, unpleasant or hazardous conditions, practical demands such as standing, carrying or working in constrained positions, potential verbal abuse and aggression from people, or risk of injury)

- Ability to get to Swindon Sites, and attend regional meetings/conferences and workshops as required.

- Knowledge and ability to work within an Equal Opportunities Policy framework.

Employee Signature:	Print Name:
Date:	
Line Managers Signature:	Print Name:
Date:	