

Assignment Title	Project and Change Manager
Assignment Reference	AG0736 – Grade 9

Role Purpose

The Project and Change Manager is responsible for all aspects of the successful delivery of projects or other time-specific work assignments to defined time, cost, and quality. This includes project planning, change planning and management, resource planning, communications planning, stakeholder engagement, proactive risk analysis, management and resolution, and benefits realization.

The role also involves establishing and managing appropriate governance arrangements, including the production and maintenance of key documentation such as business cases, project mandates, highlight reports, and project plans.

The Project and Change Manager ensures that reporting requirements are met and delivered on time and to agreed standards, manages the completion of detailed impact assessments, and communicates high-impact issues through appropriate channels for resolution.

Additionally, the role requires leading transition management to ensure business continuity during transitions and the effective integration of changes into the business.

Main Duties and Responsibilities

- Responsible for all aspects of the successful delivery of projects or other time specific work assignments to defined time, cost and quality including project planning; change planning and management; resource planning; communications planning; stakeholder engagement, proactive risk analysis, management and resolution and benefits realisation.
- Establishment and management of appropriate governance arrangements, including production and maintenance of key documentation - business case, project mandate, highlight reports, project plan etc.

Planning and Organisation

- Ensures reporting requirements are met and delivered on time and to standards agreed.
- Completes reporting tools and develops plans to remedy any delays in delivering the benefits/mitigating the risks.
- Manages completion of detailed impact assessments, communicates high impact issues through appropriate channels for resolution making recommendations for the way forward.
- Identifies, manages and escalates risks and issues affecting delivery as appropriate, making recommendations for resolution and implementing mitigating actions.
- Takes the lead on transition management; ensuring that business as usual is maintained during the transition and the changes are effectively integrated into the business.

- Optimises the timing of the release of project deliverables into the business operations.
- Leads the activities associated with benefits realisation and ensure continued accrual of benefits can be achieved and measured after the initiative has been completed
- Provides regular progress reports and updates to the Senior Responsible Owner, Programme Board (where appropriate) the Programme Management Office and Core Council Board suggesting and initiating improvements or remedial action where required.
- Ensures projects and other initiatives are closed appropriately - that the success of delivery is considered, evaluated and reported upon, that any process or quality lessons learnt are recorded, analysed and effectively communicated.
- May be required to deliver specific assignments or ad-hoc pieces of work for the Business Development Director - working directly to the Director on these assignments.

Communications and Engagement

- Promotes the importance of communication by attending and delivering presentations where appropriate.
- Monitors commitment of stakeholders and staff, ensuring that the Senior Responsible Officer is aware of risks or issues relating to stakeholders.
- Where appropriate, will challenge current practices through discussions with Lead Commissioners, Directors and Senior Managers to enable the required change to move forward.
- Identifies, defines and tracks the benefits and outcomes required.
- Ensures the alignment of these benefits with the Medium Term Financial Plan process, managing the potential for double counting and working closely with other Specialist Managers / Financial Managers to contribute to an overall benefits profile for the organisation.
- Obtains assurance for the sponsoring group that the delivery of new capability is compatible with the realisation of benefits.

Contacts & Relationships

- Influences and motivates others, either involved directly in the initiative or other interested parties, in order to achieve project objectives.
- Works with staff across Somerset Council including Lead Commissioners, Directors and Senior Managers where appropriate to ensure required resources are available when necessary. Must be able to challenge current practices and resistance to change at high level providing options for resolving the difficulties.
- Works with all staff affected to track through the resolution of issues and achievement of benefits. Must be able to understand the requirements of the business as usual as well as the requirements for change and work with staff affected to achieve both.
- Liaises with the Strategic Manager - Business Change and the Business Change Advisers to provide feedback on the implications for the organisation.

- Co-ordinates with HR to ensure the required people practices and employee relations policies are followed and with other subject matter experts (e.g. HR, Finance, ICT) for advice relating to the initiatives.
- Works with the communication teams to co-ordinate communications delivery, input function specific material to the content of all communication presentations.
- Attends relevant Programme and Project Boards to present updates on progress, issues and risks.
- Provides knowledge of stakeholders and is responsible for effective engagement and alignment for the whole period of change, including until the completion of benefits realisation.
- Contact with SLT members, elected Members, senior stakeholders in partner organisations, strategic managers across SC to discuss and implement a wide range of projects.
- Must have credibility with all stakeholders and be able to build relationships at all levels with the ability to influence thinking and behaviour in order to gain agreement and cooperation.
- Closely involves relevant stakeholders to identify, assess and mitigate impacts of change, in particular using their expertise and influence to bring about effective resolution to negative impacts
- Reviews and provides challenge to project documentation for projects being managed by other staff both within and outside of Business Change.
- Acting as a champion for project and change management approaches when working with senior managers and colleagues across SC.

Resources

- Responsible for the line management of staff within the Programme Management Office team or programme/project teams both full and part time, permanent and temporary. Including managing staff performance and staff development, improving the professional standards of staff, including morale, motivation, personal development and setting clear targets and objectives.
- Depending on the scale of the activity being managed the postholder will also be required to direct a project team working within the Business Change function and/or across SC within a matrix working environment.
- Effectively manages and deploys the resource allocated identifying the need for variation in staffing levels.
- Contributes to the management of resources, deployment of budgets within the Business Change function for carrying out the initiatives.
- Will manage initiatives delivering transformational change to the way in which SC delivers services and with significant financial savings attached.
- Training, support and guidance – development, ongoing review and delivery of a curriculum of learning and development, including appropriate training materials and approaches. Training to be adaptable to respond to demand from staff both within and outside of Business Change.
- Processes - development and ongoing review of business and supporting processes for effective operation of the Programme Management Office.
- Tools and templates - development and ongoing review of fit for purpose change and project management tools and templates, including a library of available tools

available on the intranet proactively challenging, seeking feedback and reviewing when necessary.

Understand, uphold and promote the aims of the council's equality, diversity and inclusion policies; health, safety and wellbeing of self and others; and Organisational values in everything you do. Equality and Diversity practice covers both interaction with staff, service users and communities and includes challenging discrimination and promoting equality of opportunity for all.

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