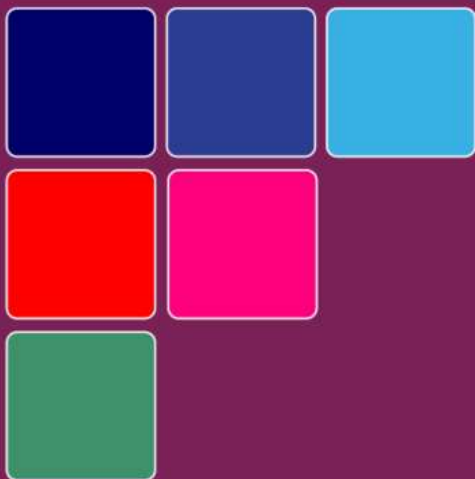


# Corporate Change & Improvement Manager



## DMBC Operating Model 2024 - Vision:

A community-focused, financially resilient, collaborative, and sustainable council delivering the services required to support and meet the essential needs of residents, businesses, and the local economy.

*Case for Change July 2024*

## Our values:

Our values describe what we stand for and how we operate, and we expect our values to be lived and role-modelled throughout our organisation.



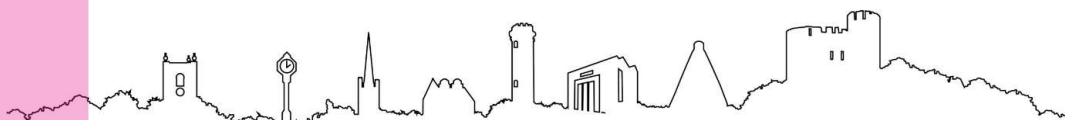
...we will be one council, building an effective and dynamic organisation

## Our Change & Improvement Team:

Play a pivotal role in Dudley Council's comprehensive recovery, grip and improvement.

This key team is responsible for supporting the development, embedding, and overseeing of core business processes, procedures, and controls that underpin all Council services to ensure compliance, drive continuous improvement, manage change effectively, and safeguard the Council's information assets through robust records management.

This team ensures form and flow across key decisions, governance, records management and consistency in delivery of core business processes whilst ensuring clear forward plans exist across all key areas to evidence value for money, services shaped around individual need (internal staff and our residents and businesses) and high-quality records management.



**Job title:** Corporate Change & Improvement Manager

**Grade/Salary:** 16 - £76,597 - £81,370

**Reports to:** Programme Director

**Post number:**

**Purpose:**

Lead the Council's corporate Change and Improvement function, providing strategic oversight of the Programme Management Office to enable the effective design, governance and delivery of transformation and improvement activity across the organisation. Working closely with the Programme Director, ensure a coherent, prioritised and outcome-focused portfolio that aligns to the Council's strategic ambitions and Improvement Plan.

Drive robust programme governance, performance reporting and benefits realisation, strengthening organisational accountability and ensuring that change initiatives deliver measurable and sustainable impact. Champion a culture of continuous improvement, consistency and delivery excellence, supporting services to plan, mobilise and implement change effectively while building organisational capability and resilience.

**Summary of Responsibilities:**

**Governance and Standards**

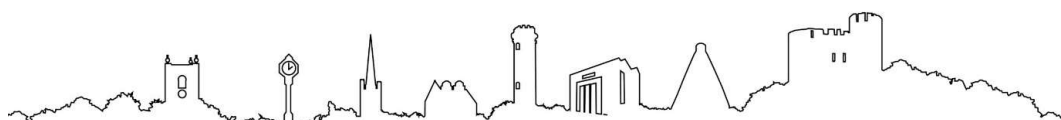
- Establish and maintain a consistent corporate framework for programme and project governance, ensuring alignment with organisational priorities and best practice.
- Define and embed standards, methodologies and controls that drive consistency, quality and accountability across all change activity.
- Provide oversight and assurance to senior leadership on adherence to governance requirements and the overall health of the change portfolio.

**Portfolio Management**

- Lead the coordination and prioritisation of the corporate change portfolio, ensuring alignment with strategic objectives and available capacity.
- Maintain a clear line of sight across all programmes and projects, enabling informed decision-making and effective sequencing of activity.
- Support the Programme Director in shaping and evolving the portfolio to respond to emerging organisational needs and pressures.

**Performance Monitoring and Reporting**

- Design and deliver a comprehensive performance framework for tracking programme and project delivery, including milestones, outcomes and impact.
- Provide high-quality, insight-driven reporting to senior stakeholders, highlighting progress, risks and areas requiring intervention enabling data-driven decision-making at all levels of the organisation.



## **Resource Management**

- Oversee the effective allocation and utilisation of programme and project resources across the portfolio.
- Work with senior leaders to identify capacity gaps and ensure resources are aligned to priority initiatives, promoting efficient and flexible use of resources to maximise delivery capability and value for money.

## **Benefits Realisation**

- Establish and embed a structured approach to benefits identification, tracking and realisation across all change initiatives.
- Ensure benefits are clearly defined, measurable and aligned to strategic outcomes from the outset.
- Provide assurance that benefits are being delivered and sustained, challenging where expected value is at risk.

## **Risk and Issue Management**

- Implement and maintain a consistent approach to identifying, assessing and managing risks and issues across the portfolio, providing oversight of key risks, ensuring appropriate mitigation and escalation to senior leadership where required.
- Foster a proactive risk management culture that supports early identification and resolution of delivery challenges.

## **Stakeholder Engagement and Communication**

- Develop and oversee a structured approach to stakeholder engagement across the change portfolio.
- Build strong relationships with senior stakeholders to support alignment, buy-in and successful delivery of change.

## **Capability Development**

- Drive the development of organisational capability in programme and project management, continuous improvement and change delivery.
- Promote the adoption of best practice tools, techniques and ways of working across the organisation, supporting leaders and teams to build confidence and competence in delivering and sustaining change.

## **Process Optimisation**

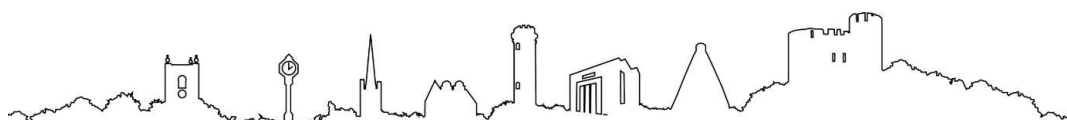
- Identify opportunities to streamline and improve corporate processes that support programme and project delivery.
- Embed continuous improvement principles to enhance efficiency, effectiveness and consistency.

## **Compliance and Assurance**

- Provide independent assurance on the effectiveness of programme and project delivery across the portfolio.
- Lead assurance reviews and health checks, driving improvement where standards are not being met.

## **Training and Support**

- Ensure appropriate training, guidance and tools are available to support effective programme and project delivery.
- Promote a culture of continuous learning and knowledge sharing across the organisation.



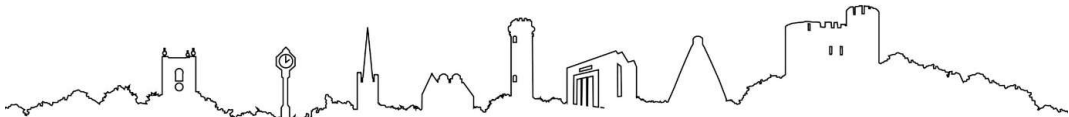
**Accountability and leadership for:-**

<p><b>Council Improvement Plan and Governance Oversight</b></p> <ul style="list-style-type: none"> <li>• Review and refine the Improvement Plan to ensure focused deliverables for its lifetime.</li> <li>• Develop and implement a robust governance framework for the Improvement Plan and all Council projects, aligning them to key priorities with clear, measurable outcomes.</li> <li>• Link all improvement, inspections and other projects to the Improvement Plan for consistent reporting and adherence to best practice.</li> </ul>	<p><b>Reporting and Communication</b></p> <ul style="list-style-type: none"> <li>• Establish a clear and consistent reporting framework that provides accurate, timely and insight-driven updates on portfolio performance.</li> <li>• Produce and present regular reports to senior leadership and Members, highlighting progress, risks, issues and required interventions.</li> <li>• Establish and maintain effective communication channels to ensure stakeholders are informed, engaged and aligned to improvement activity.</li> </ul>
<p><b>Benefits Realisation</b></p> <ul style="list-style-type: none"> <li>• Define and implement a structured approach to benefits identification, tracking and reporting across all programmes and projects.</li> <li>• Ensure all initiatives have clearly articulated, measurable benefits aligned to organisational priorities from inception through to delivery.</li> <li>• Monitor and challenge the realisation of benefits, ensuring outcomes are delivered, evidenced and sustained over time.</li> </ul>	<p><b>Portfolio Prioritisation and Delivery Assurance</b></p> <ul style="list-style-type: none"> <li>• Establish and maintain a prioritised and balanced portfolio of change initiatives, aligned to strategic objectives and organisational capacity.</li> <li>• Assess and assure the readiness, viability and ongoing health of programmes and projects, intervening where delivery is at risk.</li> <li>• Support the sequencing and mobilisation of initiatives to ensure effective delivery and optimal use of resources.</li> </ul>
<p><b>Risk, Issue and Dependency Management</b></p> <ul style="list-style-type: none"> <li>• Implement and embed a consistent approach to identifying, assessing and managing risks, issues and dependencies across the portfolio.</li> <li>• Monitor and escalate significant risks and issues, ensuring appropriate mitigation and timely resolution.</li> <li>• Maintain clear visibility of interdependencies across programmes, proactively managing impacts on delivery and outcomes.</li> </ul>	<p><b>Leadership and Organisational Capability</b></p> <ul style="list-style-type: none"> <li>• Lead and develop the corporate Change and Improvement function, setting clear direction and expectations for high-quality delivery.</li> <li>• Build organisational capability in programme management, change and continuous improvement through coaching, guidance and the promotion of best practice.</li> <li>• Foster a culture of accountability, continuous improvement and delivery excellence across the organisation.</li> </ul>

**Special conditions:**

This post may be subject to the DBS checking process.  
 Driving Licence will be subject to checking with the DVLA. It is a council requirement to have business use car insurance and a valid MOT certificate (for cars over 3 years old).

**Prepared by:** Chief Executive  
**Date:** 12<sup>th</sup> December 2025



## Person specification - Essential criteria:

Qualifications and experience		Assessed at Application	Assessed at Interview
1.	Proven experience in leading large-scale organisational change and improvement initiatives within complex, multi-stakeholder environments.	X	X
2.	Expertise in process analysis, design, and optimisation, including business process re-engineering and standard operating procedure development.	X	
3.	Experience of managing and prioritising a complex portfolio of programmes and projects, aligning delivery to strategic objectives and organisational capacity.	X	X
4.	Strong track record in delivering Programme Management Office (PMO) functions and applying change management methodologies.	X	X
5.	Strong experience of defining, tracking and evidencing benefits realisation across complex change portfolios.	X	X
6.	Experience of providing independent assurance and constructive challenge to senior stakeholders on programme and project performance	X	X
7.	Solid understanding of governance, risk management, stakeholder engagement, and communication strategies.	X	X
8.	Excellent analytical, problem-solving, and data-driven decision-making skills	X	
9.	Outstanding communication and influencing skills, with the ability to collaborate across all organisational levels and external partners	X	X
10.	Experience of working within a politically led environment, supporting engagement with Members and responding to scrutiny and inspection.	X	X
11.	Relevant professional qualifications/equivalent senior experience in Business Administration, Continuous Improvement, MSP, BPM, Lean Six Sigma, or equivalent, with willingness for ongoing development	X	
12.	Proven leadership in managing large teams, motivating staff, and embedding new ways of working.	X	X
13.	Politically astute, acting in line with the Nolan principles and demonstrating diplomacy, negotiation, and adaptability.	X	X
14.	Strategic thinker with the ability to align change initiatives to corporate objectives and deliver measurable outcomes.	X	X
15.	Resilient, flexible, and responsive to changing priorities, with strong personal accountability and integrity	X	X
16.	Commitment to continuous improvement, self-awareness, and professional development.	X	X
17.	Proven ability to lead by example, act with integrity in alignment with the Council's professional standards, values, and behaviours, consistently modelling these attributes	X	X

