

Job Description

Job Title	Transformation Project & Change Manager
Directorate	Strategy and Change
Service Area	Transformation
Grade	8
Competency Level	2
Salary	£47,665 - £53,051
Job Type	Hybrid
Location	Cunard Building
Disclosure and barring service (DBS)	Not required
Job Evaluation Ref No	

Job Purpose

The Transformation Project & Change Manager will manage the delivery of prioritised Transformation change initiatives through to closure/demonstration, delivering each within agreed time, quality and cost parameters, and ensuring sustained adoption of new ways of working and culture. The Transformation Project & Change Manager will lead project and change teams and develop relationships with stakeholders to ensure the successful delivery of agreed outputs and targeted benefits. They will work flexibly, potentially across a number of Transformation change initiatives and take a pro-active approach to successful delivery.



Directly Responsible For:

Through matrix management, Transformation Project & Change Managers will regularly take responsibility for the output of project team members and task and finish groups.

Directly Responsible To:

Transformation Programme Manager

Main Areas of Responsibility:

- **Designing transformation initiatives:** Ensuring there is clear agreement and understanding about the objectives, required outcomes and benefits, business impacts, delivery approach, and sequence of initiatives to be delivered. Understanding the role and outputs of high-quality discovery and analysis, and able to interpret cost/benefit models
- **Change Control:** Understands and effectively deploys change control processes and procedures to ensure business justification remains for any initiative throughout the design and delivery stages
- **Planning:** Develop, implement and monitor robust project delivery plans and their respective critical paths, including effective transition through stage gates and organisational governance routes
- **Delivery:** Successfully deliver several diverse initiatives at once, at the required pace and to a high professional standard. Able to balance workload, through ability to prioritise and escalate appropriately. Able to utilise full suite of Microsoft tools to aid in quality and timely delivery, including Microsoft Co-Pilot
- **Resource management:** Ensure the availability of the right skills at the right time and manage utilisation to appropriate levels. Lead project & change teams to successfully deliver and embed the initiatives. Post

holder has some responsibility for the procurement of goods/services that relate to the projects & change that they lead on

- **Robust estimating:** Ensure that time and cost estimates are robust, continually monitored and escalated accordingly, and the levels of uncertainty and change are not only understood by all key stakeholders but actively managed
- **Risk & Issue management:** Ensure the identification, management and resolution of project & change issues and risks, ensuring exposure is understood by all key stakeholders and that appropriate mitigations are in place and level of residual risk is managed
- **Change Assessments:** Complete change management assessments, including the preparation of risk mitigation tactics to inform the change management strategy and reduce the risk impact. Identify and manage anticipated resistance. Consult and coach stakeholders to ensure there is a clear understanding of what is required to prepare people for the change
- **Business readiness:** Utilise change management tools & processes effectively. Ensure that the appropriate business teams create successful business readiness and change capacity plans to accept, and successfully exploit, the project deliverables. Understand how to increase engagement, involvement and maximise adoption of any change/culture initiative
- **Benefits management:** Able to effectively translate benefits from the business case and implement into an appropriate benefits tracker, and subsequent benefit profile for the change initiative, with clear understanding of financial and non-financial benefits
- **Quantifying benefits:** Able to identify or validate appropriate benefit baselines and benefit measurement approaches

- **Benefit realisation:** Able to produce an effective benefits realisation plan and monitor and report benefit progress and benefits risks accordingly
- **Stakeholder management:** Establish effective working relationships with all key stakeholders, and understand how to influence, escalate and advocate appropriately with stakeholders
- **Communication:** Pro-actively communicate with clarity, gaining buy-in and creating positive impacts. Be decisive and confidently deliver difficult messages at all levels in the organisation. Act as a leader of projects communicating confidently with SROS, key stakeholders, team members and within Transformation Team
- **Quality & Assurance:** Adopt the Council's Change Framework, PMO standards, and utilisation of project management software. Deploy professional judgement to ensure proportionate, pragmatic and purposeful

Supervision and Management Responsibility:

- Will be responsible for supervising junior project team members, including coordinating operational tasks, coaching, and mentoring, and providing feedback on performance
- Post holder is expected to assist and give work instructions to colleagues on the team in relation to the projects & change that they are working on

Budget and Financial Responsibility:

- Being fully accountable for managing the council's resources well and complying with statutory requirements. This includes managing time, avoiding unnecessary waste, reuse and recycle resources to reduce personal impact

- Post holder has a key and influential role working with the project sponsor to develop and agree how the project is set up to ensure value for money
- Identify financial benefits to support the delivery of the Council's medium term financial strategy (MTFS) and to support financial sustainability. Monitor progress of delivery of those benefits throughout the project lifecycle
- Set, monitor, and remain within budget whilst challenging the team to deliver increased efficiencies
- Explores different options for funding and income generation

Social Value Responsibility:

- Drive for social value through all activities, ensuring wider social, economic and environmental benefits for the council, residents and communities

Physical Demands of the Job:

- The job would include using a computer and sitting at a desk for prolonged periods of time

Corporate Responsibility:

- Contribute to the delivery of the Council Plan
- Delivering and promoting excellent customer service, externally and internally.
- Commitment to customer excellence by dealing with customer feedback, including complaints, and learning from feedback in the drive for continuous improvement
- Making the council a great place to work, living the council's values, actively engaging in regular communications including team meetings, undertaking training as required and being responsible for managing own performance

- Develop the City Council's commitment to equal opportunities and to promote non-discriminatory practices in all aspects of work undertaken
- To ensure that all work functions are undertaken in accordance with health and safety legislation, codes of practice and the City Council's safety plan

Competency Framework:

We operate a competency framework, a set of core behaviours which define how we are expected to approach our work, how we perform in certain situations and how we treat each other. Each competency details the standards of behaviours and skills required by all staff and this in turn supports delivery of our aim and our council plans linking them together with our values.

The post holder will be required to demonstrate the ability to perform at the following competency level **2**.

[The competency framework can be found here.](#)

This job description is not intended to be either prescriptive or exhaustive. It is issued as a framework to outline the main areas of responsibility. You will be expected to carry out any other duties that may reasonably be required in line with your main duties and changing priorities of the organisation.

Transformation Skills Matrix Alignment: This role aligns to the Transformation Skills Matrix, which sets out the core capabilities and behaviours expected across PMO, discovery and delivery roles, and is used to inform role expectations, informed through analysis of the essential criteria and requirements of the job role. The matrix provides a shared framework for describing role expectations and supporting consistency across roles. The depth and application of skills therefore varies depending on role focus, seniority and agreed specialism. Not all elements of the matrix apply equally, and its use is proportionate to the responsibilities of this post with further guidance provided in the skills matrix framework.

Person Specification

This role may suit you if you:

- Have a high preference for:
 - Managing stakeholders
 - Working in environments where there is uncertainty and unknown
 - Working on projects in an organisation where controls and processes are mostly in place
 - Maintaining contacts and networks
- Comfortable working in ways that require high levels of flexibility and adaptability

Assessment methods used: I = Interview, P = Presentation, A = Application, E = Exercise, T = Test, AC = Assessment Centre

Qualification and training

Essential

- A project management qualification and significant experience of managing complex project-based change initiatives (A)
- Change management qualification, or commitment to obtain APM change qualification within probation period (6 months) (A)

Experience

Essential

- Significant experience of working on change projects and/or programmes, with track record of high value project delivery (A, I)
- Significant experience of developing and working with project management tools and processes (including risk, action, issue, decision logs / highlight reports / delivery plans etc.) (A,I)
- Effective verbal and written communication with professionals and internal/external customers at all levels (A, I, T)
- Solid experience of organising and chairing project-related meetings, workshops, engagement activities, and events (A, I, T)

Desirable

- Experience of utilising software to increase the effectiveness of project management, including but not limited Microsoft 365 (including Microsoft Co-Pilot) and project management software
- Experience of utilising change management tools, processes and techniques (i.e. ADKAR)
- Experience of working in Local Government
- Experience of working on transformation or local government transformation

Skills/Abilities

Essential

- **General (A, I, T):**
 - Ability to demonstrate a high level of initiative and autonomy



- Self-motivation and resilience
 - Inquisitive with good problem-solving skills
 - Ability to successfully navigate ambiguity and complexity, to bring clarity and opportunity
 - Ability to adopt a flexible approach and work as an effective and supportive team member
 - Able to work under pressure and meet strict deadlines
 - Excellent organisational and planning skills
- **Business justification:** Able to ensure an ongoing culture of business justification throughout the lifecycle of a project, including being bold in identifying and influencing when a project should be stopped/delayed/changed through change control, through continual benefit, cost and risk monitoring and evaluation (A, I, T)
- **Scope management:** Able to manage scope creep through appropriate utilisation of stage gates and change control. Can document the scope of deliverables. Can describe which of the business KPIs will be affected (A, I, T)
- **Scheduling and estimating:** Able to produce time and cost estimates ensuring critical factors are appropriately considered, refining throughout the project lifecycle. Can ensure the project team, sponsor, steering groups, and support functions have a common understanding and agreement of the estimates. Able to document activities and their dependencies in project plans (A, I, T)
- **Governance:** Able to set up effective governance and align the project to the organisation's objectives, delivering the project efficiently and sustainably. Able to provide an accurate and truthful reflection of the project. Can identify and adopt the appropriate approach to deliver the project and make sure the project team understands the journey from discovery through to delivery (A, I, T)
- **Stakeholder management:** Able to identify and prioritise stakeholders, including 3rd parties. Can communicate with them in line with the plan and

retain their commitment throughout the project. Able to create assurance and trust amongst key stakeholders (A, I, T).

- **Risk and issue management:** Able to determine, communicate and manage risks, issues and opportunities and their implications. Can assign ownership, and implement mitigation and contingency plans as appropriate, escalating when necessary. Able to establish and maintain comprehensive risks and issues logs (A, I, T)
- **Resource management:** Able to put appropriate plans and resources in place to deliver the products and embed the change(s) required. Can identify, secure and release resource on a cost and time efficient basis throughout the project. Able to lead project teams to successfully delivery projects (A, I, T)
- **Leadership:** Able to lead and influence opinions in order to launch and sustain change initiatives/projects. Able to communicate verbally, in writing, or through presentation to a broad set of stakeholders from team members to senior managers (A, I, T)
- **Change management:** Knowledge and understanding of change management, the associated tools, techniques, and methodologies to ensure change is implemented, embedded, and sustained for a successful change delivery project (A, I, P)
- **People and professionalism:** Able to build and maintain an effective and engaged team, internally and externally, with a shared vision and purpose. Can ensure they are empowered and inspired to achieve project success, including through own example and standards. Understands change management processes, tools, and approaches, including when specialist change management resource may be required (A, I, T)
- **Learning and development:** Develop the team and self in line with the relevant learning and development policies (A, I)
- **Conduct:** Ensure you conduct yourself in a morally, legally, and socially appropriate manner of behaviour, in line with Council values and procedures, with all members of the project team (I)

Desirable

- **Data & Business analysis:** Able to use and interpret data and business intelligence, including financial data to support the shaping and justification of a project
- **Conflict and negotiation:** Able to identify and resolve conflict, negotiate desired outcomes, and gain alignment of views
- **Change control:** Able to put changes, throughout the project life cycle, through the Council's agreed change control procedures, assessing their impact and securing stakeholder decisions about them
- **Procurement:** Understands and is able to follow local government procurement policies
- **Information management:** Collects, stores, archives and destroys project information in line with procedures and standards
- **Ensuring quality:** Able to deliver project outputs and processes which meet the standards of the sponsor, project executive, and stakeholders. Can ensure project reviews take place throughout the lifecycle of the project to ensure the project's operating at the desired quality

Commitment

Desirable

- An understanding of and a personal commitment to the Vision and Values of Liverpool City Council