

Job Description

Job Title: Business Improvement Manager

POSCODE: CCC2302

Grade: P2

Overall purpose of the job

Cambridgeshire County Council has an ambitious vision to deliver a programme of work which supports its strategic ambitions and reflects the priorities for change/improvement that have been identified through the Council's business planning process.

Reporting to the Service Improvement Manager the Business Improvement Manager will identify what is needed and translate the challenges and opportunities of change into tangible solutions. Using a range of skills and working with the relevant range of expertise from other corporate services, the Business Improvement Manager will look to understand desired outcomes and develop and test solutions prior to the development of a business case(s), or other relevant documentation, to be handed over into programme delivery.

The post holder will champion systemic approaches and good design, informed by qualitative and quantitative data and insight, to ensure that ideas are translated into future service delivery that works for all; citizens, employees and the wider systems in which we operate.

They will have proven experience of system thinking approaches, service design and/or organisational focused business analysis, excellent stakeholder management and the ability to work across complex systems to support the delivery of strategic change.

Main accountabilities

Please list the accountabilities in descending order of priority. Please include 6-9 accountabilities.

| | Main accountabilities |
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| 1. | <ul style="list-style-type: none"> Generate insights based on research, customer journey, stakeholder mapping, business process mapping activities, data analysis to investigate and understand current operations. To provide intelligence and test assumptions to inform the planning of an effective and positive response to challenges and opportunities. |
| 2. | <ul style="list-style-type: none"> Collaborate with the Policy and Insight team identify the relevant quantitative data about need, demand, socio-demographics and performance to inform these insights. |
| 3. | <ul style="list-style-type: none"> Lead and work with the Communities team collaborating with them to use creative participatory methods to enable people to meaningfully participate in research and service design activity, including with people with lived experience, people who use, deliver or are most impacted by the service to develop qualitative insights that can inform options for service change. |
| 4. | <ul style="list-style-type: none"> Use system thinking principles and tools to support the organisation and wider stakeholders to respond to complex challenges |
| 5. | <ul style="list-style-type: none"> Synthesise quantitative data with qualitative information, including insight from residents and users, so that service designs balances resident/users needs and experience with the Council's organisational needs and financial sustainability. |
| 6. | <ul style="list-style-type: none"> Work with service leads and relevant partners and stakeholders to facilitate the generation of ideas, to identify options, to assess the existing and future use of tools and processes so that we can work together to improve services from a customer perspective. |

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| 7. | <ul style="list-style-type: none"> Lead on the develop of prototypes to explore, learn, adapt and evaluate solutions before full development of a business case. Recommend where pilots should be part of the implementation, to be carried out in programme/ project delivery thereby de-risking investment in change |
| 8. | <ul style="list-style-type: none"> Build and maintain effective working relationships (as relevant to work area) with internal stakeholders, providing advice, guidance and recommendations to inspire and challenge services to think differently about the best solutions for their service users, the council and its partners. Beyond this maintain excellent working relations with all team members, colleagues, strategic partners, and external stakeholders. |
| 9. | <ul style="list-style-type: none"> Define problem statements and business cases/project documentation to inform deliverables, terms of reference, milestone planning, risk management prior to handing off into Programme Delivery. |
| 10. | <ul style="list-style-type: none"> Support the Programme team with planning, reporting, dependency and risk/issue identification, mitigation, monitoring and escalation when needed. |
| 11. | <ul style="list-style-type: none"> Identify and accurately quantify business benefits; financial and non-financial. |
| 12. | <ul style="list-style-type: none"> Act as a quality assurance mechanism, 'critical friend' for corporate projects and programmes to support adherence to appropriate standards and good practice. |
| 13. | <ul style="list-style-type: none"> To demonstrate awareness/understanding of equal opportunities and other people's behavioural, physical, social and welfare needs. |

Person Specification

Qualifications, knowledge, skills and experience

Minimum level of qualifications required for this job

| Qualifications Required | Subject | Essential/ Desirable |
|--|---------|-------------------------|
| Educated to degree level, or equivalent experience. Any project Management, business change /analysis or closely related discipline. | | Essential |
| Relevant professional qualification or membership – Project Management/Business Change Continuous Improvement. | | Desirable |

Minimum levels of knowledge, skills and experience required for this job

| Knowledge | Essential/ Desirable |
|--|--|
| Business Change and Process Analysis <ul style="list-style-type: none"> Fundamental knowledge of a range of design tools and methods and business process analysis tools and methodologies that identify, inform, support, and underpin change. The application of knowledge will support in developing an understanding of current operational models, identifying areas for improvement. Knowledge and experience of how these approaches effect cultural and behavioural change. Knowledge and understanding of how to test options with relevant users and stakeholders to determine the optimum solution. Understanding the practical elements required for implementation i.e., financial, resources required, training etc | Essential Essential Essential Essential |
| Data and Information gathering <ul style="list-style-type: none"> Knowledge of how a range of evidence including qualitative and quantitative data and information that can be used to inform, support and develop a range of business solutions, identified benefits and desired impacts i.e., organisational, financial, customer etc. | Essential |
| IT Proficiency <ul style="list-style-type: none"> Full proficiency including Windows, Office and specialist packages such as MS project, or other relevant systems, with an ability to quickly grasp other systems. | Essential |
| Systems Thinking <ul style="list-style-type: none"> Knowledge of systems thinking principles and how they can be applied to understand and address complex systemic issues | Essential |
| Service Design <ul style="list-style-type: none"> Knowledge of service design principles and particularly their use in prototyping, participatory methods and ideas generation | Essential |
| Skills | |
| Working Together | |

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| <ul style="list-style-type: none"> • Clear understanding of the need to engage with communities and promote good customer relations with the ability to work with a variety of customers and stakeholders in different and complex environments. Building and developing a range of effective professional relationships and networks. • Ability to exercise sensitivity and clear judgement over organisational issues and developments and to arrive at a balanced view working constructively and to make informed decisions that if challenged can be substantiated. | <p>Essential</p> <p>Essential</p> |
| <p>Business Analysis</p> <ul style="list-style-type: none"> • Excellent business and service planning knowledge and experience. • Ability to analyse complex issues and advise on complex solutions across business areas with the application of critical judgement. • High standards of numeracy, literacy, communication and presentation skills. • Support colleagues in determining and prioritising projects and workstreams that deliver the highest range of benefits or impact. | <p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p> |
| <p>Strategic Thinking</p> <ul style="list-style-type: none"> • Ability to translate concepts and ideas into meaningful plans and action. • Ability to work on own initiative and to deadlines and be proactive and highly motivated. | <p>Essential</p> <p>Essential</p> |
| <p>Communication</p> <ul style="list-style-type: none"> • Excellent communication skills, verbal, written and listening and the ability to adapt personal style to meet the needs of a range of audiences to drive the conversations forward, and build consensus. • Ability to deliver high quality formal reports and presentations within tight timelines. • Ability to motivate colleagues, partners and communities in relation to the development of design and behavioural change initiatives, communicating across a diverse community of stakeholders. • Ability to organise, plan and deliver complex stakeholder engagement activity (such as focus groups, workshops, surveys and interviews), with the support of others, to ensure views and requirements are captured. | <p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p> |
| Experience | |
| <p>Business Change and Process Analysis</p> <ul style="list-style-type: none"> • Experience of working within a Business Change/Analysis capacity within a complex environment. • Demonstrable evidence of delivering successful outcomes | <p>Essential</p> <p>Essential</p> |
| <p>Systems Thinking</p> <ul style="list-style-type: none"> • Experience of using a systemic approach to deliver complex change | <p>Essential</p> |
| <p>Creative Thinking</p> <ul style="list-style-type: none"> • Introducing new approaches to solve problems to improve the way service is delivered | <p>Essential</p> |

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| Equality, Diversity and Inclusion (applies to all roles) | Ability to demonstrate awareness and understanding of equality, diversity and inclusion and how this applies to this role. |
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Disclosure level

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| What disclosure level is required for this post? | None | |
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Work type

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| What work type does this role fit into? (tick one box that reflects the main work type, the default work type is hybrid) | Fixed | Hybrid | Field | Remote | Mobile |
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