# London Borough of Bexley - Job Description Template for HAY Grades

# (Bexley10 & above)

**Please read the Job Description Questionnaire and Person Specification Guide before completing this form**.

Management Group: Finance and Corporate Services   
Department/Section: HR  
Job Title: Change Lead   
Reports to: Deputy Director – Transformation Lead  
Grade:

Post holders name (if applicable):

### 1. Purpose of the job

The Council is embarking on wholesale transformation of its service delivery in order to improve outcomes for residents and meet the budget requirements of the Medium term Financial Strategy. Over time this will look at all areas of the Council but the initial focus is on Children’s, Commercial, Customer (including significant digital transformation), Culture and our corporate infrastructure and systems.

The purpose of this role is to drive and embed this transformational change across Bexley Council. The role will sit within the HR and OD function, working closely with the OD partners as well as the Transformation team to build in change management tools and techniques into the way transformation is delivered so that new ways of working are embraced and fully embedded across the Council.

### 2. Dimensions

Quote **annual** figures that give a picture of the job as follows:

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| --- | --- | --- | --- |
| **Direct Staffing Costs/responsibility** | **Budgets where there is a contributory responsibility** | **Income that postholder has direct responsibility for** | **Any budgets where there is shared responsibility** |
| **0** | **0** | **0** | **0** |

### To work as a professional lead across multiple disciplines as a technical expert in change management. This will involve working with services on helping them embed transformational change within their area through the use of change methodology, tools and techniques.

### 3. Hardest part of the job

Describe what are the most difficult, complex or challenging parts of your job and explain why, giving examples

This should be normally no more than two short statements and may include the type and nature of everyday decisions which you would not typically refer upwards for resolution

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| Stakeholder management: working with multiple stakeholders in different service areas who are experts in their areas but may feel resistant to change.  Working systemically: a key measure of success for the postholder will be that the changes to ways of working required for the transformation programmes are properly embedded within services. This involves a strong understanding of how the organisation operates as a system, and how to pull levers to deliver effective change management.  Emotional intelligence and organisational understanding: the ability to identify teams and individuals that are struggling with the changes and being able to identify how they can be supported through the change.  Proactivity and comfort with ambiguity: the postholder will need to be highly proactive in identifying how change can be best delivered across the Council, shaping their activities based on their expertise in change management. |

### 4. Principal accountabilities

Please list the principal accountabilities of the job under the 6 sub-headings below:

Please note that depending on the level of the post, some sub-headings (e.g. strategy) may not be relevant. Please refer to the HAY JDQ Preparation Guide for further information and guidance.

**Strategy**

To develop and lead an overall approach to change management across the Council that will support the delivery of the Council’s Transformation programme.

Identifying risks, barriers and resistance to change, assessing where change management support is most required and proactively reaching out and working with service areas to support them.

To work with the OD team to develop OD interventions such as recognition, leadership development and performance management that support the embedding of change

To monitor and measure change adoption across the council, reporting progress to the Transformation Operations Board.

**Direction**

Leading and directing teams tasked with transformation and service improvements through matrix working.

Championing best practices in change management, drawing on industry standards and best practice in other local authorities and wider public and private sector.

**Implementation**

To work with service areas to use change management tools and methodologies to embed new ways of working to support transformation. This could include but is not limited to:

* Developing communications and engagement plans within services to ensure buy-in from employees, service users and external partners
* Working with the OD team to target HR and OD interventions such as L&D or recognition schemes in specific areas to help embed change
* Working with appropriate service leads to facilitate workshops, focus groups and training sessions to embed new ways of working. This could be across a variety of topics, from embedding a new digital tool into a service area to a change in process to a new way of interacting with customers.

**Organisational Control and Development**

**For all posts**

1. To ensure that working practices and processes are developed that maximise the use of new technology to ensure efficient and effective delivery of services to residents.
2. Review, interpret explain and enforce statutory and Council regulations, ensuring procedures are followed and individuals are provided with the necessary support to discharge their duties lawfully.

**Personal Effectiveness**

1. To present timely and relevant advice and information to Members and to ensure that Group Leaders are briefed on major and sensitive issues.
2. To deal promptly with all matters requiring the post holder’s personal attention.
3. To be fully conversant with relevant statutory provisions and the Council’s constitution, processes and procedures; to develop the full range of managerial and professional skills and knowledge to satisfy the requirements of the post.
4. To establish and develop effective working relationships and productive partnerships with all the relevant partners, including those in e.g. education, health, social services, Independent and voluntary sectors.

### 5. Organisation

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| Transformation team  The post holder will not have line management responsibilities but will be expected to work across multiple stakeholders and teams, communicating effectively. The post reports to the Head of Corporate HR and OD and works particularly closely with the OD team, and will also have a dotted line into the Transformation alongside other professionals such as finance and communications, which will also sit in their respective departments. The post holder will also be expected to work closely with relevant service leads to support them in delivering change. |

### 6. Additional Information

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| The post holder will be responsible for ensuring the organisation has a clear and effective approach to change management and success will be measured by the extent to which changes within the Transformation programme are fully embedded into working practices and the benefits of the transformation programme are realised. These benefits are to be realised over the medium to long term (25/26 through to 27/28).  The post holder’s work will impact on all services across the Council. They will need to be able to influence the OD team and wider transformation team, as well as service leads and senior leadership, in recommending and designing change management methodologies that will help enable delivery.  The post holder’s work is governed to a certain extent, as follows   * The Transformation Programmes themselves will be designed and approved by the Transformation Board and individual programme boards. The post holder will be working to help these programmes to be effectively implemented, and hence does not have significant influence in the contents of the programmes themselves * The postholder should be guided by best practice methodologies in change management   However, the post holder will need to shape the Council’s approach to change management from first principles. The post holder will be expected to work to a high degree of autonomy, designing and developing an approach to change management for the Council based on their expertise and work with services, OD and Transformation to understand the objectives of the Transformation programme. Their activities will report into the Head of Corporate HR and Deputy Director for Transformation, via the Transformation Operations Board, which will guide them on where to focus their time. They will be expected to lead this conversation. |

### 7. Supplementary Information (optional)

It would greatly assist the Job Evaluation Panel members if you could accurately answer the following questions. Completion of this section will save time at the Panel meeting.

* Where work organisation has differed from previous arrangements and why (if appropriate)

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| There are elements of this role that exist (primarily in the Transformation Team via the Programme Managers), but the Council does not have a professional lead in relation to change management.  The Transformation Programme has a mandate from the Leader, Chief Executive and CLT to execute the Strategic Business Case for delivering an identified £9 million of service savings and improvements, and the requirement to find an additional £6million of savings by 2027/28. This role is key to enabling the council to embed the changes to working practices required to deliver the transformation programme.  The post holder will have autonomy to design a change management approach for the Council and identify suitable methodologies for different services and programmes under Transformation, within the parameters of the Strategic Business Case. Their work will report to the Head of Corporate HR and via a dotted line to the transformation, and will be governed by the Transformation Operations Board which oversees where the core resource for transformation is allocated.  Problem solving is complex due to the breadth and type of services and technical understanding of the changes that need to be made to ways of working. This could be across a range of topics, such as implementing a new Customer Relationship Management system, to Microsoft Copilot, to the movement and restructure of teams. The post holder needs to quickly grasp the aims of the Transformation Programme and the nature of the services involved, in order to design appropriate change management methodologies to enable delivery. |

**Approval** - We confirm that this questionnaire conveys a full and accurate description of the job as at 7 February 2025

**Note the questionnaire must be agreed by the postholder (unless the role is vacant), manager and Head of Service prior to the evaluation panel.**

I agree that this job evaluation questionnaire is a full and accurate description of the role undertaken:

Signed: ………………………..(Post-holder) Date: ……

Signed: ……………………..(Deputy Director) Date: ………28/03/2025……………..

## Person Specification

**Management Group: Corporate Services   
Department/Section: HR   
Job Title: Change Lead**

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| Selection Criteria | Essential/Desirable (E/D) | Method of Assessment (see key) |
| (a) Education and formal training  Bachelor’s or equivalent experience and demonstrable learning for change, organisational development, or business administration  Formal qualification in change management (e.g. Prosci, APMG, ACM, CCMP) | E  D | A / I  A / I  A / I |
| (b) Relevant technical experience, knowledge & skills/abilities  Proven track record in leading organisational change and transformation initiatives within the public sector, ideally in a local authority setting.  Strong understanding of change management methodologies and tools.  Excellent stakeholder engagement and influencing skills at all levels.  Experience in designing and delivering communication and engagement plans.  Ability to analyse complex information, identify key issues, and develop practical solutions.  Strong facilitation and coaching skills to support leaders and teams through change.  Experience in digital transformation and service redesign.  Understanding of local government structures, policies, and challenges.  Knowledge of project management methodologies (e.g., PRINCE2, Agile). | E  E  E  E  E  E  E  E  E | A / I  A / I  A / I  A / I  A / I  A / I  A / I  A / I  A / I  A / I |
| (c) Other Additional Requirements  Include here any other additional requirements (eg DBS, willing to work evenings/weekends, ability to travel around the Borough) |  |  |

**KEY:**

I = Interview, A = Application Form, AT = Ability Test, PQ = Personality Questionnaire,

P = Presentation, PE = Practical Exercise, DBS = Disclosure & Barring Service, DL = Driving Licence

Applicants will be assessed against these criteria and the following high-performance indicators throughout the recruitment process.