

Job Description

A Post Details	
Job Title: Design, Improvement and Change Lead	Grade: C002
Department: Transformation Portfolio	Division: A Division
Reports to: Head of Strategy and Transformation	Contract Type: Various
Level of Vetting:	Numbers in Post: 1 permanent
B Purpose of the Post	
<p>The Design, Improvement and Change Lead provides strategic senior leadership for the Force’s transformation agenda, overseeing the delivery of change, organisational design, continuous improvement and digital innovation services. This role ensures that change and improvement activity is prioritised, governed, and delivered in alignment with strategic objectives, operational priorities, and the Force’s investment portfolio. The post provides vital assurance to the Chief Officer Group in their decision making with regards to the Force operating model.</p> <p>A key focus of the role is to build on organisational change maturity by embedding a mature, professionalised change management service that delivers measurable outcomes, supports successful adoption, and maximises return on investment (ROI). The postholder is also responsible for embedding a high-performing, insight-led design and improvement function that drives measurable outcomes, improves service delivery, and builds organisational resilience. This is to include the design and implementation of a robust commissioning process that compliments the business planning cycle and ensures activity is aligned with the most pressing needs of the force.</p> <p>The postholder also plays a critical role in ensuring the Force exploits emerging technologies—including artificial intelligence (AI), robotic process automation (RPA), and machine learning—to modernise services and improve efficiency.</p>	
C Dimensions of the Post	
<p>Financial –Direct or Non-Direct:</p> <p>Direct:</p> <p>The work of the postholder will directly impact the investment budget and both the cash releasing and productivity efficiencies being achieved by the force, assisting the organisation in meeting budget constraints and delivering optimised services.</p> <p>Non Direct:</p> <p>The post holder makes recommendations that can influence the transformation portfolio and BAU delivery, working closely with SROs, Programme Mangers and the Transformation SLT.</p> <p>Staff Responsibilities –Direct or Non-Direct:</p> <p>Direct – 1st line management:</p> <ul style="list-style-type: none"> 1 x Senior Change Managers (C001/B004) 1 x Design and Improvement Manager (C001 / B004) <p>Direct – 2nd line management:</p> <ul style="list-style-type: none"> 6 x B003 Change Managers, plus any FTC change and adoption roles 5 x B003 Design and Improvement Anasysts, plus and FTC roles <p>Non-Direct:</p> <p>The postholder will influence the work of roles across the PMO and investment portfolio</p>	

The postholder will also advise senior leaders and SROs on action to take relating to design, improvement and change

Any other data

British Transport Police has a strategic vision and values. The A Force on the Move transformation portfolio will support the achievement of this vision and will see £100m of investment over five years across a range of innovative programmes. BTP will be adopting new tools, applications, policies and processes that will enable our people to deliver an even better public service, provide a modern and inclusive place to work and achieve corporate social responsibility and net carbon zero ambitions. A Force on the Move will include projects spanning the length and breadth of our business, from new technologies and ways of working, to estates and a re-balancing of operational and support capabilities across our operating model. Our ambition is to unlock our true potential for modernising policing on the railway and to provide a first class, value for money service to the public.

The change function is responsible for implementing and embedding Force on The Move changes across the force by making sure the changes to people, processes and technology are thoroughly understood, smoothly implemented and that the lasting benefits of change are achieved.

British Transport Police has also just completed an establishment reset and re-baselined its budgeted FTE. Whilst the reset has prioritised must service delivery, it is understood that there will be pockets of unmet demand or that departments and functions will need to evolve through a transitional phase in order to make their new operating model work. There is an understanding that there is unlikely to be the ability to bid for additional resources for the foreseeable future and that the force now needs to make its re-baselined establishment work – this will need to be achieved through the redesign of services and the leaning out of ways of working.

Apply on top of this a highly ambitious digital innovation ambition, an ever changing demand profile and an investment portfolio that will fundamentally change how some functions operate; and we have a landscape where changes to ways of working are a given.

A strong design and improvement function will help the force to find ways of meeting demand, protecting performance and embedding change. They will help the force ensure both efficiency and effectiveness in ways of working and to maximise the benefits from both digital innovation and the changes that form part of the investment portfolio.

D Principal Accountabilities

- **Lead, inspire, and develop a high-performing multidisciplinary team, building organisational capability in change, design, improvement, and innovation and fostering a collaborative, inclusive, and forward-thinking team culture.**
- **Provide strategic oversight of the Force's design, improvement, change and innovation functions, develop and deliver a cohesive service catalogue and operating model aligned with Force priorities and future capability needs.** Ensure the function remains benefits focused, contributing to the monitoring and reporting on ROI.
- Lead the establishment of a design and improvement function that assists a post establishment reset BTP in transitioning into a new operating model and helps the force manage ongoing budget pressures, whilst protecting must services. A function that also supports the investment portfolio and the delivery of planned changes across the force.
- Lead the design and delivery of a design and improvement commissioning process, ensuring senior leaders understand when and why to use the service. **Ensure commissioned activity is aligned with the business planning cycle and strategic priorities** and that outcomes are used to inform **the Force's investment portfolio, ensuring initiatives are prioritised, resourced, and tracked.**

- Lead on embedding an organisational design capability within the force, reducing the need to bring in external consultants when reviewing operating models. **Ensure design activity supports strategic workforce planning, financial sustainability, and service transformation.**
- Champion a culture of continuous improvement and evidence-based decision-making and promote innovation and experimentation, ensuring ideas are captured, tested, and scaled.
- **Drive the identification and implementation of digital solutions, including AI, RPA, and machine learning. Collaborate with** leaders in **IT, data, and operational teams** to encourage a shared vision and clear a pathway **to the embedding of digital innovation in transformation programmes.**
- Lead and deliver a clear change management direction which takes account of the complexity and interdependence of the environment and of the whole organisation, ensuring that clear aims and objectives are aligned to strategic direction.
- Lead on the re-design and development of a new, improved and more sophisticated Change Management Service, Framework and Toolkit that has the capacity and capability to support an extensive and complex investment portfolio and an ambitious set of BAU changes. As part of this accountability the postholder will ensure the service:
 - **Embeds best practice methodologies (e.g. Prosci) to support adoption, sustainability, and behavioural change.**
 - **Builds on organisational change maturity through capability development, frameworks, and governance.**
 - Includes a portfolio level change plan and individual programmes level change plans that follow the same principles and are complimentary in their design.
 - Moves beyond project based impact and readiness assessments, to the use of broader more holistic tools, such as heat mapping and resistance management, that support a programme based approach to change management.
 - **Ensures that all change initiatives are outcome-focused and deliver measurable benefits.**
- Lead work to invigorate the BTP change network (change ambassadors) to ensure they can be successfully used to facilitate programme delivery and benefits realisation and bridge some of the organisational gaps that come with the new operating model, such as the local adoption and delivery of digital transformation tools.
- Take responsibility for ensuring there is an overarching internal and external engagement strategy for the portfolio, working with communications and engagement on this. Also, ensuring that the individual Programmes have their own strategies and that these follow the same direction.
- Contribute to the strategic direction, leadership and management of the Force by providing strategic advice on design, improvement and change.
- Act as a senior advisor to the executive team on organisational effectiveness, innovation, and change delivery.
- Exercise judgment in identifying force wide impacts and coordinate responses for the Chief Constable and Deputy Chief Constable and programme SROs.

E Decision Making

Make decisions:

Strategic business, finance and change management decisions - and be accountable for results.

Significant say in decisions:

Influence Force Executive Board, senior management and BTPA as appropriate.

F Contact with Others
<p>Internal</p> <p>The work of the post holder involves liaison with Chief Officers and senior personnel, the Force management team and employees across the organisation at all levels. Liaison with BTPA in person and at meetings, including the Chief Executive, Chairman and members. Consultation with BTP Trade Unions.</p> <p>External</p> <p>Government Departments - Home Office, Crown Prosecution Service, Department for Transport, Association of Chief Police Officers (ACPO) (England, Wales and Scotland), ACPO Performance Management Group, Association of Police Authorities (APA), National Policing Improvement Agency (NPIA) (Soon to be: National Crime Agency), National Audit Office (NAO), Her Majesty's Inspectorate of Constabulary (HMIC), Home Office and Scottish Police Forces (inc. ACPO teams), Railway Businesses (TOCs, Network Rail, Freight Operating Companies, TfL, etc), Chartered Institute of Public Finance Accountants (CIPFA), Suppliers and Contractors. Represent BTP at external meetings, conferences and exhibitions as Head of profession.</p>
G Essential Criteria
Qualifications and Training:
<p>Educated to degree level with relevant post-graduate business qualification, such as an MBA, or equivalent demonstrable work experience.</p> <p>Programme or Portfolio Management qualification, MSP or MOP or equivalent relevant PPM work experience</p> <p>Change Management qualification (Advanced Prosci certification preferred) or relevant work experience.</p> <p>Evidence of continued training and development in one or more of the following areas; organisational design, continuous improvement (e.g. Lean), business analysis or digital innovation</p>
Experience:
<p>Significant experience at a senior level within policing, public sector or comparable organisations.</p> <p>Significant successful involvement at a senior level in the delivery of large scale multi-discipline change projects / programmes managing teams of people with diverse functional skills with overall responsibility for leading employees through complex change; creating a new service or department.</p> <p>Experience in the application and use of business improvement skills and/or whole systems thinking.</p> <p>Experience in organisational development intervention. This should include the leadership and implementation of organisational and cultural change, and/or developing organisational structures and systems that lead to increased organisational effectiveness.</p> <p>Proven experience of delivering sustainable financial efficiencies as well as implementing highly effective systems to drive, support and sustain organisational excellence.</p> <p>Experience designing and implementing commissioning or prioritisation frameworks.</p> <p>Experience of influencing investment portfolios and tracking ROI across change programmes.</p>
Skills:

<p>Excellent leadership and stakeholder engagement skills.</p> <p>Excellent verbal and written communication skills and able to demonstrate interpersonal skills of persuasion, negotiation and arbitration.</p> <p>Ability to present complex data and information in a concise and straightforward manner.</p> <p>Highly self-motivated with the ability to work under pressure, produce high quality work and exercise both initiative and discretion.</p> <p>Outstanding time management and organisational skills.</p> <p>Excellent influencing and negotiating skills, with the ability to understand and motivate people to a high degree, by achieving a balance between tact and diplomacy.</p> <p>Evidence of strong personal drive, including high levels of resilience and determination and an ability to anticipate and overcome obstacles to deliver results and demonstrate evidence of the ability to make complex judgments and decisions and to challenge current thinking in a fast moving environment.</p> <p>Expertise in continuous improvement methodologies (e.g. Lean, Six Sigma) and digital innovation.</p>
<p>Knowledge:</p>
<p>Strong understanding of organisational design, workforce planning, and operating model development.</p> <p>Strong knowledge of emerging technologies (AI, RPA, machine learning) and their application in public services.</p> <p>Knowledge of organisational/business change within the UK policing and commercial opportunities for Shared Services, Collaboration and Outsourcing</p>
<p>Desirable criteria:</p>
<p>H Additional Information</p>
<p>You will be an innovative and self-motivated person, who is dedicated to the facilitation of continuous improvement and long lasting change in a way that causes minimum disruption and/or distress on those impacted and maximum benefit for the organisation. You will have a strong service oriented, can do attitude.</p> <p>You will be a strong persuasive communicator, with excellent interpersonal skills, you can communicate in a clear manner and you are able to flex your style so that it is appropriate to the audience. You will be able and willing to challenge at any level in an appropriate manner. You will be able to look at a situation from a number of perspectives and be able to empathise with those impacted by change and understand what can be done to assist them in embracing what is coming.</p> <p>This role is suitable for blended working and the post holder can be based throughout England, Scotland or Wales. BTP is a national Force and on occasions the role may require travel to meet with stakeholders, members of staff, management, and suppliers as needed, although every attempt is made to keep this to a minimum.</p>
<p>For Panel to complete only:</p> <p>Line Manager Approval: (this is only signed off when the line manager has approved the final version)</p> <p>Panel Approval: (this will only be signed off once the job has gone through the Job Evaluation Panel)</p>

Date:03/10/2022

Email the Job Evaluation submission form together with supporting documentation (organisational charts, job descriptions) to [People & Culture Policy & Reward inbox](#)

You will be advised of a panel date following receipt of the submission