

Role Profile

Part A - Grade & Structure Information

Job Family Code	11BF	Role Title	Change Manager
Grade	PS11	Reports to (role title)	Senior Programme Manager
		Directorate/School	Children Families and Lifelong Learning
JE Band	439-518	Service/Department	Children Social Care Transformation
		Date Role Profile was created	Oct-25

Part B - Job Family Description

The below profile describes the general nature of work performed at this level as set out in the job family. It is not intended to be a detailed list of all duties and responsibilities which may be required. The role will be further defined by annual objectives, which will be developed with the role holder. The Council reserves the right to review and amend the job families on a regular basis.

Role Purpose including key outputs	To lead and deliver change initiatives within the Children's Social Care Transformation Programme, ensuring alignment with strategic priorities, embedding sustainable change, fostering a cultural shift towards new ways of working, and enabling improved outcomes for children, families, and practitioners. The Change Lead will be responsible for planning and delivering change activities across multiple projects and workstreams, ensuring they align with the overall programme objectives. They will build strong relationships with operational teams, senior leaders, and external partners to co-design and implement change effectively. A key part of the role involves developing and executing change management strategies, including clear communication, training, and engagement plans. The Change Lead will monitor and evaluate the impact of change initiatives, using data and feedback to drive continuous improvement. They will also identify and manage risks and issues that may affect delivery, escalating them when necessary. The post holder will be instrumental in championing a culture of innovation, collaboration, and ongoing improvement across Children's Services.
Work Context	The CFLL Directorate's key priorities are to improve children's social care; transform services for children and young people with additional needs and disabilities; enable all age learning; deliver new models for emotional wellbeing and mental health services; and health/social care integration. The role sits within the Children's Social Care Transformation or CFLL Savings team reporting to the Senior Programme Manager. It will be a flexibly deployed resource that will play a key role in business transformation across the Directorate in support of these priorities. The team will build and maintain strong, collaborative relationships across departments, programme teams, community stakeholders, and key external partners. They will support the delivery of organisational change initiatives, service improvements, and programme priorities, ensuring alignment with council objectives. The team will also provide best practice guidance, advice, and coaching on change management, programme, and project delivery approaches to strengthen capability and support consistent, effective implementation across the organisation.
Line management responsibility if applicable	N/A
Budget responsibility if applicable	No formal budgetary responsibility. The Change Manager will be involved in projects and programmes that have a large impact on Surrey County Council's budget.

<p>Representative Accountabilities Typical accountabilities in roles at this level in this job family</p>	<p>Analysis, Reporting & Documentation</p> <ul style="list-style-type: none"> • Advise on the analysis and interpretation of data, identify trends and test solutions, present results and put forward recommendations to support the resolution of issues and support decision making. <p>Service Delivery</p> <ul style="list-style-type: none"> • Review the operations of the teams to identify improvements in systems, processes, procedures and working methods, and propose changes to secure greater efficiency and compliance. • Apply specialist/professional expertise and use judgement to make decisions where solutions are not obvious, to deliver services that meet customer requirements and service standards. • Ensure professional and quality service standards are maintained and applied within their area of activity. <p>Planning & Organising</p> <ul style="list-style-type: none"> • Lead or contribute to the operation of an efficient and effective service ensuring the work of the team supports service plans and that necessary resources are secured. • Lead major projects and reviews within a defined area of work to support and enhance service delivery. <p>Finance/Resource Management</p> <ul style="list-style-type: none"> • May monitor, analyse and manage delegated budgets, funding and resources in accordance with organisation's policies and procedures. <p>Work with others</p> <ul style="list-style-type: none"> • Liaise internally and externally to ensure the department/service issues are appropriately represented and acted upon. • Work with managers, service representatives and partners to identify and apply cost effective means of delivering improvements to business processes and strategies. <p>People Management</p> <ul style="list-style-type: none"> • Directly or matrix manage a diverse group of staff to ensure the successful delivery of a service. • Monitor and support the performance management and development of team members using a coaching approach, to support individual development and ensure that individual contributions are maximised. <p>Duties for all</p> <p>Values: To uphold the values and behaviours of the organisation.</p> <p>Equality & Diversity: To work inclusively, with a diverse range of stakeholders and promote equality of opportunity.</p> <p>Health, Safety & Welfare: To be responsible for ensuring health & safety policies, procedures and legislation are implemented, communicated and managed including making sure that health and safety responsibilities are fully understood and carried out by employees within their service area.</p> <p>To have regard to and comply with safeguarding policy and procedure as appropriate.</p>
<p>Education, Knowledge, Skills & Abilities, Experience and Personal Characteristics</p>	<ul style="list-style-type: none"> • Degree or equivalent, or significant vocational experience showing development in a series of progressively more demanding relevant work/roles. • Professional qualification or evidence of high level understanding of relevant business disciplines. • Extensive and comprehensive knowledge of computerised business systems, able to promote the use of IT systems within the service (some roles). • Extensive knowledge of principles, practices, and procedures relating to business planning and financial and organisational management. • Proven written and oral communication and interpersonal skills with established negotiation and influencing skills and the ability to work collaboratively with internal and external partners/professionals. • Ability to understand, meet and exceed customer expectations. • Proven problem solving skills with the capacity to devise and implement innovative solutions. • Proven ability to manage a wide range of complex projects or programmes. • Significant work experience at management level in one or more relevant specialist areas. • Demonstrable experience in successful recruiting, managing, coaching and developing of staff.
<p>Details of the specific qualifications and/or experience if required for the role in line with the above description</p>	<ul style="list-style-type: none"> • Proven experience in leading change within complex public sector environments, ideally in children's services or social care. • Strong understanding of change management methodologies (e.g., ADKAR, Kotter). • Excellent communication, facilitation, and stakeholder engagement skills. • Ability to work across strategic and operational levels. • Ability to manage multiple projects and priorities • Experience in using data and insights to drive decision-making and measure impact. <p>Project or programme management qualification (e.g., PRINCE2, MSP). and Change management certification (e.g., Prosci) are desirable.</p>

Role Summary	<p>Roles at this level typically have significant management responsibility either for a large team or coordinating sub functions within a service, and/or will provide professional, specialist or high level technical advice, direction and input across a wide range of activities. They require a conceptual understanding of a technical, professional or specialised field, and job holders require the knowledge and experience to handle and resolve complex issues, anticipate problems and recommend solutions. There will be a requirement to plan and organise own and/or team activity over a significant time scale and coordinate work with associated functions. They will typically be required to influence/motivate others both inside and outside immediate reporting lines, including external stakeholders, and have a primary role in setting service levels. They ensure that their services achieve the agreed financial and service standards, and will have professional autonomy and discretion within operational policies and practice guidance.</p>
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