



# Role Profile



Role Title **Business Change Manager**

Job family group

Job  
family/ies

Grade **SEO**

Status **For internal use**

Role Purpose  
(250 words max)

The role of the Business Change Manager is to lead the delivery of change implementation across a portfolio of work, through proactive, close collaboration with central projects, change leads and regional operational leads to prepare the business for the impact of the changes and safely manage and implement change.

The role holder will be responsible for leading the planning and delivery of change activity, using the standard toolkit and frameworks providing a bridge between project and operational users to ensure that activities are planned, supported, and delivered to enable the business to implement the agreed change and realise the business benefits.

Acting as a champion for change, they will manage change specialists, to support change implementation. Building change capability across the wider change community using continuous improvement tools and techniques, alignment to the Government Online Skills Tool (GOST) and role modelling the use of appropriate standard change tools and templates to support the standardisation and consistent implementation and embedding of change and the professionalisation of business change as a service.

The role holder will be deployed across projects and regions in line with priorities and demand.

## Key Accountabilities (600 words max)

- Lead the introduction of initiatives that drive the development, standardisation and professionalisation of the End-to-End Integrated Change function to establish and embed specialist change roles within the organisation and build change capability.
  - Promote and champion the use of standard change processes, tools, and techniques (using the Business Change Playbook, and best practice) to drive a standardised and consistent change implementation approach with improved ways of working. Provide visible and effective business change leadership, guidance, to support effective change capability, delivery and embedding of change across the organisation.
  - Ensure that business readiness criteria for projects are consistently applied and managed by driving standardised use of tools e.g. Change Load Heat Map and Local Change Assessment data, which help inform and guide the planning and execution of project implementation activities. These tools provide insights into the scope, impact, and readiness levels of changes, allowing for better-informed decisions and smoother transitions during project rollouts.
  - Responsible for developing and managing project change plans and leading on implementation of projects.
  - Manage and escalate risks, issues, and dependencies when necessary.
  - Develop and build strong trusted relationships and networks with stakeholders across HMCTS including Judiciary and peers to assess and understand the requirements of the organisation in relation to business change.
  - Work with stakeholders to ensure business processes are adhered to and investigate, solve and make decisions that resolve issues to ensure implementation efforts are supported.
  - Develop Business Change communications to stakeholders on business change planning and implementation.
  - Support the Change Community forums to support the development of change as a service to create an established change community
  - Role model and champion the effective use and alignment to GOST to support the development of the organisation's change capability and the development of capability plans for business change professionals and provide input into the change capability plan.
  - Responsible for ensuring lessons learnt and best practise are captured and shared to deliver the most effective implementation and business change approach to meet the organisation and stakeholder needs.
  - Support activities related to benefits validation, focussing on ensuring that the intended benefits of a change are enabled and measurable.
  - Actively encourage contributions, involvement, and feedback from a broad and diverse range of staff who are affected by the change and maintain an environment that engages, using their feedback and insight to drive changes and or improvements to the future design of the technology and/or business process.
- Leadership of a resourcing pool of HEO business change professionals to support change activity across the organisation and providing a variety of support across the change community and regions.

### **Knowledge, Skills and Experience (500 words max)**

- Knowledge, experience and application of leading and Business Change and Implementation in a complex environment
- Lead initiatives that drive the development, standardisation and professionalisation of the End-to-End Integrated change function to establish and embed specialist change roles across the organisation and build change capability.
- Responsible for delivery and embedding of change across the organisation through role modelling and show casing the use of standard change processes, tools, and techniques from the Business Change Playbook to deliver a standardised and consistent change implementation approach.
- Lead the implementation of projects and the co-ordination of business management actions and activities cross the portfolio through monitoring the delivery of work streams against plans, chasing and challenging progress as appropriate.
- Ability to plan effectively to ensure Business change initiatives are captured ensuring that plans are developed to meet changing or emerging operational priorities.
- Experience of actively managing risks, issues, and dependencies, to reduce potential damage or impact on HMCTS, reporting and escalating to senior managers where appropriate
- Experience or knowledge of the business change planning process to understand national and regional impacts on delivery and to be able to provide organisational and regional context to problem solving.
- Problem solving skills to analyse, understand and create action plans to deliver against priorities.
- Excellent leadership skills, managing HEO Business Change staff, supporting and developing people to their potential and building change capability
- Experience of working with senior leaders and stakeholders. Able to influence senior leaders and stakeholders and communicate messages clearly to a range of audiences at all levels – both verbally and in writing to persuasively bring senior leaders and stakeholder on the change journey.
- Act as a point of contact for staff, managers, and regional leadership in areas covered by the role, inspiring them to take ownership and champion effective behaviour
- Excellent communication and writing skills to be able to draft compelling and accessible content for a range of channels and audiences in creative ways with experience of successfully influencing others, negotiating effectively and winning over audiences and ability to motivate teams
- Experience of (or willingness to learn) using communication tools and methods, including digital communications.

### **Desirable Criteria**

- Awareness of; Requirements management, Solutions development, Budgeting and Cost management, Frameworks and Methodologies, Assurance and Business Case development Project Delivery Capability Framework (PDCF) and Government online Skills Tool (GOST)
- Understanding of HMCTS Change Load Heat Map, HMCTS Local Change Assessments, HMCTS Change Playbook, HMCTS Change Community Forums, HMCTS Benefits Management Strategy
- The post should hold or be willing to work towards project and change management qualifications and levels such as:
  - Managing successful Programmes – Practitioner
  - APMG Change Management – Practitioner
  - APM Project Management Qualification

### **Problem Solving and Decision Making (300 words max)**

The role holder will be responsible for day-to-day problem-solving and will actively encourage solutions to problems nationally and regionally, providing advice and guidance whilst allowing our people the autonomy to solve problems. This will require the role holder to analyse and understand change related issues and develop ideas and solutions to resolve these.

The role holder will be required to make own decisions on regular basis e.g. advising on levels of change or emerging issues and approach to take.

The role holder will co-ordinate planning with other areas of HMCTS activity. Where there are conflicting priorities, the role holder will need to understand and consider when developing options and to evaluate impacts and risks whilst considering mitigations. escalating to senior managers where appropriate.

Assist senior leaders in dealing with problems and issues as they arise, engaging with regional operational managers where appropriate to ensure constructive outcomes

### **Management of Resources (250 words max)**

The role will operate in a matrix management context in managing a small number of HEO Business Change Managers and will be required to manage and support delivery of change activity across regional and national business change teams.

The role reports to the Regional Head of Change, alternatively some roles might be assigned to the Digital Automation Programme, in which case they will report

The role will require the ability to

- Prioritise actions to be taken forward and monitor action plans.
- Communicate business objectives to the team and other stakeholders.
- Coach, mentor and lead Continuous Improvement and the implementation of those improvements.

### **Autonomy (250 words max)**

- The role holder has a clearly defined area of responsibility for supporting the delivery of business change, for which they are accountable. They will act independently on day-to-day issues but will be expected to work closely with the Regional Change Teams along with reporting to the G7s within the Integrated change function. They will have considerable flexibility in their work but will operate in the context of established plans and agreed objectives. These will be reviewed at set intervals. They will generally only refer matters to senior grades where these affect broader benefit management realisation or strategy or other parts of the organisation.
- They will use judgement and discretion to set priorities for their work, their team, taking the initiative and only escalating as agreed with Head of Business change/Senior Project Manager.
- The role will be expected to develop new and creative ways to engage and communicate with staff, but there are wider organisational protocols and guidelines that it will operate within to deliver against these.

- In developing solutions to issues the role will be expected to take independent action that will not usually require input from more senior staff, but the role will have the support and guidance of the Head of Business Change or Senior Project Manager, Integrated Change teams and Regional SLT when considering options, and more serious issues are likely to be escalated through usual governance protocols when necessary

### **Key Relationships and Contacts (300 words max)**

The role requires the post holder to initiate, build and maintain strong, effective internal and external relationships across the Integrated Change function with Regional Business Change teams, operational colleagues, internal stakeholders and partners, and senior leaders at regional and local levels. Create and manage senior relationships within and outside of HMCTS.

Providing informed, objective input and lessons learnt to support actions, planning, implementation and embedding of change. Using effective relationships and an ability to achieve mutual understanding and cooperation for the implementation and delivery of change.

The role holder will be expected to build, influence and maintain relationships with the following key contacts, including negotiating conflicts, guiding, and supporting:

- The Integrated change team, leadership team and their own nationally dispersed team
- HMCTS change community
- HMCTS Delivery Directors and operational Directors
- HMCTS Service teams
- HMCTS Operations HQ (specifically Service Excellence and Delivery and Legal Operations)
- HMCTS HQ Directorates – Finance, Performance and Governance
- HMCTS Digital and Technology Service
- Judicial Office