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| **Role title:** | Head of Continuous Improvement and Change | **Responsible to:** | Executive Director - Digital and Change |
| **Division:** | Digital and Change | **Department:** | Continuous Improvement and Change |
| **Direct Reports and Level:** | 5 direct reports   * Business Change Partners | **Scope:** | MPS worldwide provision to improve the effectiveness of MPS and the member experience |
| **Scale:** | 20-30 People (plus contractors/Secondments)  £xxx Budget  £xxx income |
| **Regulated Function(s) Held:** | No |
| **Evaluation Level** | Guide 1 | **Role Family** | Group Corporate Functions |

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| **Overall Role Purpose** |
| To lead the ‘Continuous Improvement and Business Change’ team to develop and deliver business innovation worldwide which re-shapes and re-engineers business practices to realise strategic business objectives (around growth, cost and risk) and to improve the member experience. |

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| **Accountabilities (RACI)** | **Measures of Success/KPI’s** |
| **Strategic Leadership**:   * Provide leadership across the division and in particular the Continuous Improvement and Change team to deliver on the overall corporate strategy, strategic priorities, business performance, and leadership of teams that reinforces the desired culture. * Contribute to the development and delivery of the Digital and Strategic Change strategy and plan to time, cost and quality by providing early visibility and clarity of Divisional objective through direct engagement and the Business Relationship Managers. * Act as an advocate for continuous improvement across the organisation ensuring our products and services are delivered as cost effectively and efficiently as possible in order to serve member needs appropriately. | * Financial performance Vs plan * Corporate Plan Vs plan * Strategic priorities Vs plan * Division Plan Vs plan |
| **Financial**   * Support the departmental setting and delivery of operational budgets ensuring an efficient and effective operating model which minimises cost and maximises contribution to financial sustainability without compromising the member experience. * Support the setting and delivery of budgets associated with business change projects ensuring efficient and effective delivery of projects which minimises cost and maximises contribution to financial sustainability without compromising the member experience. | * Operational budget Vs Plan * Project costs Vs Plan |
| **Member**   * Direct the provision of continuous improvement worldwide to support business outcomes and continually optimise ways of working to serve member needs appropriately. * Investigate and deploy required industry standards and ensure successful delivery of continuous improvement across MPS | * Net promoter score * Complaints / root cause analysis * Member feedback * Operational Metrics Vs SLAs |
| **People**   * Provide strong directional leadership to ensure the training, competence, performance and engagement of all employees who are focussed on delivering for members, have clarity on their accountabilities and comply with all governance, policy standards and processes * Build a strong pipeline of diverse talent and succession across the department for the benefit of MPS which will mitigate workforce planning risks, embraces diversity and maximises the performance and potential of employees. | * Engagement Index Vs MPS * Leadership Index Vs MPS * Strong Talent and Succession Plans * HR Metrics – attrition, absence * Compliance with Training and Competence Schemes |
| **Risk**   * Create an environment where all colleagues recognise the importance of risk identification and management * Ensure appropriate business processes and controls are in place to manage the department within risk appetite; comply with policies and regulatory requirements (as applicable). * Develop longer term plans to mitigate risks of inadequate resources necessary to achieve operational performance and strategic objectives | * Risk & Control Self- Assessments * Audit Actions * QA Outcomes * Conduct risk * Financial risk * Reputational risk |

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| **Responsibilities (RACI)** |
| * Identify and prioritise the key areas of the MPS business that need significant improvement and, in cooperation with the Executive, identify the key strategic projects required to deliver global business transformation * Work within a Matrix structure maintaining close links with leaders and colleagues worldwide to support the delivery of a member driven experience   Undertaking other duties and tasks that from time to time may be allocated to the role holder that are appropriate to the level or role. |

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| **Key Governance Responsibilities** |
| * TBC – governance forums within Digital & Strategic Change and wider MPS |

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| **Leadership Framework Competencies** | **Level** |
| Fresh Thinking | Leading Organisation |
| Building Capability in Self and Others | Leading Others |
| Influencing Others | Leading Organisation |
| Collaborating for Results | Leading Organisation |
| Leading Self and Others | Leading Others |
| Commercial and Risk Thinking | Leading Organisation |

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|  | **Knowledge and Qualifications** | **Skills** | **Experience** |
| **Essential** | * Maintain currency and knowledge of industry best practice and market trends | * Leading transformational change of own team and wider business * Delivering large portfolio programme management driving transformation business change * Working in a matrix environment. | * Experience of financial services / insurance in a regulated environment * Proven experience in continuous improvement at a senior level * Experience of working in a Global Business * Delivery of CX improvements in large scale business’s. * Development of Strategic plans to execution |
| **Desirable** | * MSP * Lean Practitioner and /or Six Sigma * FS qualified ie ACII/FPC |  | * Working in shared service models |