



Cumberland Council

Post Specification

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| Date | March 2024 |
| Post Group Number | 8191 |
| Post Title | Programme Manager - Transformation |
| Job Family | Organisational Support |
| Job Family Role Profile | OS18ii |
| Final Grade | Grade 18 |

Service Area description

This is a high profile position working in the Programme Management Office (PMO) within the Business Transformation and Change directorate. The post holder will report directly to the Assistant Director for PMO.

Purpose of this post

This is a high profile role leading and co-ordinating the Council's Transformation plans. Working with staff, elected Members, partners and Trade Union colleagues at all levels of the Council to drive the development and successful delivery of our multi-million pound portfolio of efficiency and transformational change programmes to ensure services are sustainable and affordable given the continuing financial challenges faced by the Council. Collectively, the portfolio of programmes will deliver the Council Plan priorities of putting health and wellbeing at the centre of everything we do, building an inclusive economy, having a fairer society, protecting our environment and ultimately, delivering great public services. This role will be key to driving the Council towards achieving its vision of long-term financial sustainability, and delivering high-performing services for our residents through implementation of an effective operating model for Cumberland.

A key element of the role will be to constructively challenge the way in which the Council currently operates, taking an evidenced based approach to leading change that ensures services remain customer focused, innovative and efficient.

The role will balance personal leadership of project delivery with professional programme management support to Directors and Assistant Directors, often managing a number of complex projects at the same time. By taking a matrix management approach, strong interpersonal, analytical, programme management and communication skills are required to ensure success.

Key job specific accountabilities

1. Lead the development and delivery of key projects and programmes within the Council's overall Transformation Plan, taking responsibility for engaging staff across service areas within our business partnering culture and aligned to our corporate values and behaviours.
2. Research national best practice to identify and promote appropriate service model options for Cumberland by taking a structured approach to the Council's values and the design principles established in the Council Plan and operating model, including prevention and early intervention, customer-focus, digital by default, using data and insight to drive performance and promoting pride of place.
3. Support the continued delivery of the Council's disaggregation programme following Local Government Reorganisation, including for shared and hosted services and reporting through joint governance arrangements.
4. Working closely with Directors, Assistant Directors and service managers to lead the challenge, support and implementation of directorate service re-design and reshaping projects, ensuring options and decisions are evidence-based by outlining a thorough understanding of the "as-is" service delivery position before presenting options for decision and then implementing the process of change in accordance with the PMO's governance framework.

5. Oversee transformation activity ensuring appropriate consultation, engagement, communication, implementation and benefits realisation plans are in place.
6. Promote and use the Council's project development and delivery methodology and relevant programme management/reporting tools in accordance with the PMO's governance and assurance framework to ensure a consistent, yet flexible and proportionate approach that ensures key milestones are met and project outcomes are achieved.
7. Manage individual projects and wider programme reporting in accordance with the PMO's governance and assurance framework. Prepare and deliver progress updates to Directors (SROs) and Assistant Directors via their Directorate Management Teams as well as to appropriate Programme Boards, Assurance and Efficiency Delivery Board, and the Strategic Programme Panel (SLT), and Community Panels, Executive, and Full Council (as appropriate) at both strategic and operational levels, with action plans in place promptly to manage any slippage.
8. Contribute to the strategic planning cycle, working collaboratively with senior managers and elected Members to identify, develop, present and progress strategic change and budget options.
9. Promote a strong transformational change culture across the Council. Help to develop the skills of other colleagues and wider teams across the Council by sharing experience and expertise, creating opportunities for others to contribute to project work and wider transformation programme.

Annual targets, support mechanisms and opportunities for personal development will be discussed during the appraisal process.

Please note annual targets will be discussed during the appraisal process

Key facts and figures of the post

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| Budget Responsibilities | <ul style="list-style-type: none"> • No direct core budget responsibility; however, will be responsible for the management of relevant programme and project budgets and ensuring that the service and financial benefits identified in agreed business cases are delivered, collectively delivering multi-million pound savings or efficiencies for the Council. |
| Staff Management Responsibilities | <ul style="list-style-type: none"> • The post holder will be expected to manage multiple complex projects and priorities. This will require direct line management responsibility for Project Managers, Programme Support Officers and matrix managing project teams and enabler services across a range of areas. |
| Other | <ul style="list-style-type: none"> • A high profile, corporate role within the Council. Significant working with senior officers, elected Members, partners and Trade Union colleagues. |

Essential Criteria - Qualifications, knowledge, experience and expertise

- Demonstrate extensive experience of the ability to coordinate, lead and manage organisation-wide transformation projects. Experience of delivering change in a large, complex organisation.
- Experience of successfully developing and implementing effective change projects and the ability to work collaboratively and influence others to achieve agreed outcomes.
- Experience of working in or with senior managers of a Local Authority or other large and complex organisation, including motivating and managing multi-disciplinary teams, people management, change management, strategic planning, and performance management.
- Evidence of formulating, leading and implementing strategies, which cross service or professional boundaries. Including evidence of delivering outcomes in collaboration with others.
- A track record of delivering service improvements and reducing service costs.
- Experience of leading cultural and behavioural change in support of new ways of working, to improve the experience or outcomes for the customer.
- Highly developed communication, challenge and negotiating skills with the ability to engage with a wide range of audiences. Clear commitment to excellent customer service.
- Well-developed analytical and problem-solving skills, including the ability to coach others in these.
- Knowledge of service transformation policies, strategies, case studies and lessons learnt across other areas of local government, the wider public sector and private sector where appropriate.
- Relevant degree, or equivalent training in related discipline or significant experience in a similar role.

Disclosure and Barring Service – DBS Checks

This post does not require a DBS check.

Job working circumstances

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| Emotional Demands | Significant cost reduction projects will require strong personal and emotional resilience when dealing with affected staff groups, service users and partners, particularly when implementing significant change. |
| Physical Demands | Predominantly office based, with minimal physical demands. |

**Working
Conditions**

Predominantly office based, but required to travel around and occasionally outside of the county to varied Council or partner office and service delivery sites.

Other Factors

- None