

[Link to Career standards key shown at the end of each criteria](#)

Business Analysis Career Progression Framework

Job Title	Range	Duties	Level A (Developing)	Level B (Practising)	Level C (Accomplished)
Senior Business Analyst	Range 5	<p>See Job Profile for full duties Main duties include:</p> <p>As a Senior Business Analyst, you will play a crucial role in supporting services and directorates across Medway Council. Your responsibilities will include identifying, investigating, analysing, and communicating complex business problems and opportunities. By applying a range of Agile and traditional project management approaches, you will analyse business goals, objectives, functions, and processes, using relevant information and data to support the definition of requirements and assess feasibility and operational impact. You will actively participate in multidisciplinary team discussions, guiding others in contributing to business value propositions and business cases, and challenging constraints to identify and quantify potential business benefits .</p> <p>In this role, you will help Medway Council deliver its operational and strategic plans by visualising business processes, understanding the impact of potential changes, and modelling various elements of the council. You will identify opportunities to improve business performance, analyse data, contribute to the design of solutions, and prioritise business changes, supporting the implementation of</p>	Required for this level	In addition to level A	In addition to levels A and B
			<p>Qualifications</p> <p>A good standard of education, such as A level qualifications or equivalent experience in a project delivery or business analysis working environment.</p>	<p>Qualifications</p> <p>Working towards a qualification, in a relevant subject such as business analysis, project management etc, equivalent to at least a level 4</p>	<p>Qualifications</p> <p>A recognised qualification in a relevant subject at least at a level 4</p>
			<p>Knowledge</p> <ul style="list-style-type: none"> You are aware of the legislation and governance frameworks applicable to your role and how to follow them across projects [EGP4]. You know how to apply best-practice project management methodologies, including tools and techniques; seeking guidance where necessary [PM4]. You understand the stages and purpose of testing and support the use of relevant tools and techniques [T4]. <u>A good understanding of equality, diversity and inclusion</u> <u>Developed knowledge of the service and how the work of the team contributes to the wider organisational context and strategy</u> <u>An awareness of the One Medway Council Plan</u> 	<p>Knowledge</p> <ul style="list-style-type: none"> You have an understanding of the ethical considerations in relation to business analysis, project management and delivery approaches and how to apply them [EGP5]. You are able to understand the impact of potential changes and how business processes, systems, data, roles and responsibilities interact [BM5]. Good understanding of the One Medway Council Plan to ensure alignment with workstreams. You continue to develop your knowledge through practical application of skills. 	<p>Knowledge</p> <ul style="list-style-type: none"> You continue to develop your knowledge through practical application of skills
			<p>Experience</p>	<p>Experience</p> <ul style="list-style-type: none"> A minimum of 12 months of satisfactory and consistent 	<p>Experience</p> <ul style="list-style-type: none"> A minimum of 18 months of satisfactory and

		<p>proposed business improvements. Additionally, you will apply best-practice project management methodologies, ensuring that all business processes and transformations adhere to ethical standards, governance frameworks, and privacy regulations. Your efforts will be instrumental in ensuring that projects are well scoped, processes understood, and clear business improvement goals identified.</p>	<ul style="list-style-type: none"> • Experience of working independently to deliver business analysis outputs • Working with multi-disciplinary teams to create insight and robust business analysis products • Using specialist software and tools such as Engage, Visio, etc. 	<p>performance working within the role</p> <ul style="list-style-type: none"> • Supporting end-users, with a variety of levels of understanding of business analysis, projects, and project delivery, by providing training and guidance. • Taking an active part in team and cross-department programme and project community 	<p>consistent performance working within the role</p> <ul style="list-style-type: none"> • Leading a variety of projects, some of which will be taking place at the same time • Mentoring and providing guidance to other council officers
			<p><u>Skills</u></p> <ul style="list-style-type: none"> • You are able to participate in discussions determining which performance measurements are appropriate, with guidance from more experienced colleagues [PER4] • You can listen to the needs of technical and business stakeholders and explain them to each other [C4]. • You can work, with limited guidance, to apply structured approaches to identify, investigate, analyse and communicate complex business problems and opportunities, within a defined project [BA4] • You can work, with limited guidance to visualise business processes, selecting the most appropriate tools and methods for the task or project [BM4] • You can work under minimal supervision to identify opportunities to improve business performance within a defined project [BPIT4] • You can, with limited guidance select and use the most appropriate tools and techniques to support the planning, analysis, development, testing, implementation and improvement of systems and 	<p><u>Skills</u></p> <ul style="list-style-type: none"> • You can independently apply your knowledge and experience of Agile methodologies, including tools and techniques [AW5] • You can independently apply your knowledge and experience of project management methodologies, including tools and techniques [PM5] • You can demonstrate your experience in turning business needs and goals into performance measures [PER5] • You can work, with limited guidance, to analyse business goals, objectives, functions and processes, using relevant information and data to support the definition of requirements to help ensure proposed solutions meet business and user needs [BA5] • You can be an advocate for business analysis, project management and delivery within the council, explaining how it can be used to influence decision-making [C5] • You are able to analyse, design and prioritise business changes to improve business operations and services [BPIT5] • You should be able to share knowledge and experience of software and tools with others (verbal or written) and explain how they apply to their roles. [MT5] • You can identify, analyse, challenge and validate business and user requirements [RDM5] 	<p><u>Skills</u></p> <ul style="list-style-type: none"> • You can work as part of a project group to adopt the most appropriate Agile approach in different scenarios. [AW6] • You should be able to recommend governance and ethical approaches within spatial projects; explaining why an approach is the most appropriate in a particular situation [EGP6] • You can work as part of a project group to adopt the most appropriate project management approach in different scenarios [PM6] • You can work as part of a group, to identify and adopt the most appropriate performance management approach in different scenarios. [PER6] • You can work, with limited guidance, to conduct options analysis, assess feasibility and operational impact, quantify potential business benefits and contribute to business case development to help ensure proposed solutions meet business and user needs [BA6] • You can contribute to discussions within a multidisciplinary team, with potentially difficult dynamics,

			<p>services within a project [MT4]</p> <ul style="list-style-type: none"> • You can work under limited supervision to co-ordinate and review the prioritisation of requirements [RDM4] • You can listen to the needs of technical and business stakeholders and explain them to each other. [SRM4] • You can identify and analyse IT system capabilities [SA4] • You can, with limited guidance, apply basic techniques to analyse, validate and prioritise user experience needs [UEA4] 	<ul style="list-style-type: none"> • You can work under limited supervision to communicate with stakeholders clearly and regularly, clarifying mutual needs and commitments through consultation and consideration of impacts while focusing on user and business needs [SRM5] • You can, with limited guidance, develop models and system requirements for bespoke IT systems or software packages [SA5] • You can identify business scenarios and develop acceptance criteria to ensure requirements can be traced to develop functionality [T5] • You can present findings in an accessible and easy to understand way to support data-informed decision making, based on user research [UEA5] 	<p>to manage differing perspectives [C6]</p> <ul style="list-style-type: none"> • You can with limited direction model various elements of the business [BM6] • You can support the implementation of proposed business improvements, and with minimal supervision can support the design, execution and assessment of business process tests and usability evaluations within a project [BPIT6] • You can apply, with some guidance, your knowledge of methods and tools, across a range of projects deliver business analysis outputs that describe processes, requirements, outcomes, or objectives [MT6] • You can use appropriate requirements management life cycle methods to complete tasks and outputs related to the project [RDM6] • You can identify, analyse, manage and monitor relationships with and between internal and external stakeholders [SRM6] • You can use systems analysis to support a deeper understanding of how processes and systems work, and to identify gaps [SA6] • You can review prototypes, test plans and test outcome reporting [T6] • You can advise on the approach to analysis, prioritisation and validation of user experience needs [UEA6]
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Delivery Career Progression Framework

Job Title	Range	Duties	Level A (Developing)	Level B (Practising)	Level C (Accomplished)
Senior Delivery Officer	Range 5	<p>As a Senior Delivery Officer, your role supports services and directorates across Medway Council. You will be responsible for facilitating the successful delivery of projects through effective planning, coordination, and communication within and across teams. Your duties include conducting thorough options analysis to evaluate the feasibility and operational impacts of proposed solutions, ensuring they meet business and user requirements. By actively participating in multidisciplinary team discussions, you will manage various perspectives so that all participants can effectively contribute to change projects. Additionally, you will guide others in contributing to business value propositions and business cases, challenging constraints to identify and quantify potential business benefits.</p> <p>In this role, you will help Medway Council deliver its operational and strategic plans by identifying appropriate deliverables and helping teams find suitable personnel to meet these deliverables throughout the project lifecycle. You will contribute to the development of efficient processes, ensuring they are user-centred and support the delivery of business change and organisational improvement. By helping teams plan their capacity and create optimal team compositions based on situational needs, you will support the</p>	Required for this level	In addition to level A	In addition to levels A and B
			<p>Qualifications</p> <p>A good standard of education, such as A level qualifications or equivalent experience in a project delivery or business analysis working environment.</p>	<p>Qualifications</p> <p>Evidence of working towards a qualification, in a relevant subject such as business analysis, project management etc, equivalent to at least a level 4</p>	<p>Qualifications</p> <p>A recognised qualification in a relevant subject at least at a level 4</p>
			<p>Knowledge</p> <ul style="list-style-type: none"> You are aware of the legislation and governance frameworks applicable to your role and how to follow them across projects [EGP4]. You know how to apply best-practice project management methodologies, including tools and techniques; seeking guidance where necessary [PM4]. You know who to contact and can describe the correct processes to enable contract management as part of projects and programmes [CM4] You can consider the impact of user needs to balance cost versus value [FM4] You understand the project environment and prioritise the most important or high value tasks [P4] You can identify, communicate and work within constraints [WWC4] A good understanding of <u>equality, diversity and inclusion</u> 	<p>Knowledge</p> <ul style="list-style-type: none"> You have an understanding of the ethical considerations in relation to business analysis and project management and delivery approaches and how to apply them [EGP5]. Good understanding of the One Medway Council Plan to ensure alignment with workstreams. You continue to develop your knowledge through practical application of skills 	<p>Knowledge</p> <ul style="list-style-type: none"> You continue to develop your knowledge through practical application of skills

		<p>implementation of proposed business improvements. Your role will ensure that projects are delivered on time, within scope, and on budget, ultimately helping the council achieve its goals.</p>	<ul style="list-style-type: none"> • <u>Developed knowledge of the service and how the work of the team contributes to the wider organisational context and strategy</u> • <u>An awareness of the One Medway Council Plan</u> 		
			<p><u>Experience</u></p> <ul style="list-style-type: none"> • Experience of working independently to deliver business analysis and project outputs • Working with multi-disciplinary teams to create insight and robust business analysis and project products • Using specialist software and tools such as Engage, Visio, etc. 	<p><u>Experience</u></p> <ul style="list-style-type: none"> • A minimum of 12 months of satisfactory and consistent performance working within the role • Supporting end-users, with a variety of levels of understanding of business analysis, projects, and project delivery, by providing training and guidance. • Taking an active part in team and cross-department programme and project community 	<p><u>Experience</u></p> <ul style="list-style-type: none"> • A minimum of 18 months of satisfactory and consistent performance working within the role • Leading a variety of projects, some of which will be taking place at the same time • Mentoring and providing guidance to other council officers
			<p><u>Skills</u></p> <ul style="list-style-type: none"> • You know how to apply best-practice Agile methodologies, including tools and techniques; seeking guidance where necessary [AW4] • You are able to participate in discussions determining which performance measurements are appropriate, with guidance from more experienced colleagues [PER4] • You can listen to the needs of technical and business stakeholders and explain them to each other [C4]. • You can work, with limited guidance, to apply structured approaches to identify, investigate, analyse and communicate complex business problems and opportunities, within a defined project [BA4] • You can ensure the team is working towards the appropriate objective for the 	<p><u>Skills</u></p> <ul style="list-style-type: none"> • You can independently apply your knowledge and experience of Agile methodologies, including tools and techniques [AW5] • You can independently apply your knowledge and experience of project management methodologies, including tools and techniques [PM5] • You can demonstrate your experience in turning business needs and goals into performance measures [PER5] • You can work, with limited guidance, to analyse business goals, objectives, functions and processes, using relevant information and data to support the definition of requirements to help ensure proposed solutions meet business and user needs [BA5] • You can act as the point of contact for contracted suppliers within projects or programmes [CM5] • You can be an advocate for business analysis, project management and delivery within the council, 	<p><u>Skills</u></p> <ul style="list-style-type: none"> • You can work as part of a project group to adopt the most appropriate Agile approach in different scenarios. [AW6] • You should be able to recommend governance and ethical approaches within spatial projects; explaining why an approach is the most appropriate in a particular situation [EGP6] • You can work as part of a project group to adopt the most appropriate project management approach in different scenarios [PM6] • You can work as part of a group, to identify and adopt the most appropriate performance management approach in different scenarios. [PER6] • You can work, with limited guidance, to conduct options analysis, assess feasibility and operational impact, quantify potential business benefits

			<p>relevant phase of the lifecycle [LCP4]</p> <ul style="list-style-type: none"> You can create communications that support the delivery and implementation of a programme or project [MDM4] You can, with some support, guide teams to focus on the output rather than the process [MPW4] You can help to create the right environment for a team to work in and can empower them to deliver [TDC4] 	<p>explaining how it can be used to influence decision-making [C5]</p> <ul style="list-style-type: none"> You can monitor cost and budget and report on financial delivery; knowing when to escalate issues [FM5] You can plan and engage with the appropriate stakeholders at a particular stage in the programme or project [LCP5] You can actively address internal risks and issues and know when to escalate them [MDM5] You can, with limited guidance, help teams to find a process that works for their users, the team, and the council [MPW5] You can use data to inform planning [P5] You can effectively bring people together to form a motivated team [TDC5] You can challenge the validity of identified constraints [WWC5] 	<p>and contribute to business case development to help ensure proposed solutions meet business and user needs [BA6]</p> <ul style="list-style-type: none"> You can identify appropriate contractual frameworks and identify appropriate suppliers to support projects and programmes [CM6] You can contribute to discussions within a multidisciplinary team, with potentially difficult dynamics, to manage differing perspectives [C6] You can input into business cases and can communicate business-value propositions [FM6] You can recognise the appropriate deliverables and the right people to meet them at different stages of the project or programme life cycle [LCP6] You can facilitate the delivery flow of a team as part of a programme or project [MDM6] You can support teams in establishing a process [MPW6] You can ensure that teams plan appropriately for their capacity [P6] You can help create the best team makeup depending on the situation [TDC6] You can ensure that standards, identified through constraints, are being met [WWC6]
Delivery Manager	Range 7	As a Delivery Manager, your role is fundamental in creating relationships with and supporting services and directorates across Medway Council. You will guide tactical decision-making and influence the formulation of longer-term strategic plans within an evolving and complex work	Required for this level	In addition to level A	In addition to levels A and B
			Qualifications A degree or equivalent level qualification in a relevant subject such as business analysis, project management etc	Qualifications Evidence of continuing professional development	Qualifications Evidence of continuing professional development
			Knowledge	Knowledge	Knowledge

		<p>environment. By fostering strong relationships with stakeholders and demonstrating best practices, you will solidify the credibility and reliability of change management within the council. Your responsibilities include leading multidisciplinary team discussions, managing various perspectives, and ensuring that all participants effectively contribute to change projects. You will also lead others in contributing to business value propositions and business cases, challenging constraints to identify and quantify potential business benefits.</p> <p>In this role, you will help Medway Council deliver its operational and strategic plans by identifying appropriate deliverables and assigning suitable personnel to meet these deliverables throughout the project lifecycle. You will facilitate the delivery flow of your team and the teams you work with, supporting them in establishing efficient processes. By organising and leading teams to plan their capacity and create optimal team compositions based on situational needs, you will ensure the delivery of business change and organisational improvement. Your understanding of business change, technical processes, and people management will ensure that projects are delivered on time, within scope, and on budget, helping the council deliver public services and achieve its goals.</p>	<ul style="list-style-type: none"> You are recognised as a specialist and are able to advise others on how to apply governance and ethical considerations and legislation in practice [EGP10]. You will understand the psychology of a team and have strong mediation skills [TDC10]. <u>A detailed understanding of equality, diversity and inclusion and how it relates to delivery of council services</u> <u>Advanced knowledge of the service and how the work of the team contributes to the wider organisational context and strategy</u> <u>A detailed understanding of the One Medway Council Plan to ensure alignment with workstreams.</u> <u>An understanding of the Council's Performance Appraisal process.</u> <u>Developed knowledge of HR procedures to manage a team effectively.</u> 	<ul style="list-style-type: none"> You are recognised as a specialist and adviser in project management, including user needs, generation of ideas, methods and tools, and leading or guiding others in best practice [PM11] A comprehensive understanding of Service Area, including operations, plans and strategies, and its integration within the Directorate and Council. You continue to develop your knowledge through practical application of skills 	<ul style="list-style-type: none"> You continue to develop your knowledge through practical application of skills
			<p>Experience</p> <ul style="list-style-type: none"> Managing multi-disciplinary teams to create insight and robust business change and delivery products Leading a variety of projects, some of which will be taking place at the same time Mentoring and providing guidance to other delivery officers and business analysts Extensive experience of using specialist software and tools such as Engage and Visio 	<p>Experience</p> <ul style="list-style-type: none"> A minimum of 18 months of satisfactory and consistent performance working within the role Leading complex discussions with stakeholders about business change and delivery projects and approaches Contributing to policy development Using data, research, and organisational information to add value and insight to business processes 	<p>Experience</p> <ul style="list-style-type: none"> A minimum of 24 months of satisfactory and consistent performance working within the role Supporting the development of a robust business change and delivery culture within an organisation You can establish processes, standards and approaches to managing business change and delivery projects
			<p>Skills</p>	<p>Skills</p>	<p>Skills</p>

			<ul style="list-style-type: none"> • You can ensure Agile approaches are in place to ensure your team delivers products and services that support the organisation to achieve its goals [AW10] • You can ensure project management approaches are in place to ensure your team delivers products and services that support the organisation to achieve its goals [PM10] • You can ensure that performance measurement frameworks are aligned to business needs and strategy [PER10] • You give colleagues the means and authority to make decisions about their approach to business analysis activities [BA10] • You can coach others in appropriate commercial management as part of programmes or projects [CM10] • You can manage stakeholder expectations and moderate discussions about high risk and complexity, even within constrained timescales [C10] • You can ensure financial management approaches are in place to ensure your team delivers products and services that support the organisation to achieve its goals [FM10] • You can successfully lead teams through the full programme or project life cycle [LCP10] • You can actively address the most complicated risks, issues and dependencies within programmes or projects including where ownership exists outside the 	<ul style="list-style-type: none"> • You are recognised as a specialist and adviser in Agile, including user needs, generation of ideas, methods and tools, and leading or guiding others in best practice [AW11] • You can define strategies to enable continual improvement of and compliance with data governance legislation and frameworks within the team [EGP11] • You are recognised as a specialist and adviser for performance management, including user needs, generation of ideas, methods and tools, and leading or guiding others in best practice [PER11] • You can set the direction for business analysis within a programme of work, enterprise or wider sector [BA11] • You can act as the escalation point and resolve large or high risk commercial management issues as part of programmes or projects [CM11] • You can mediate between people, communicating with stakeholders at all levels [C11] • You advocate to understand the financial impact when assessing user needs, generating ideas, and as part of developing or deploying processes, systems, or tools [FM11] • You can coach others and contribute to the assessment of other teams, providing guidance and support as they move through stages of the programme or project life cycle [LCP11] • You can negotiate with stakeholders at all levels to ensure the continued delivery flow of programmes and projects [MDM11] • You can influence and challenge senior stakeholders when establishing processes [MPW11] • You can negotiate with stakeholders at all levels to ensure appropriate plans are developed [P11] 	<ul style="list-style-type: none"> • You can contribute to the development of best-practice Agile approaches across the organisation [AW12] • You should be able to contribute to organisational approaches regarding data ethics and governance [EGP12] • You can contribute to the development of best-practice project management across the organisation's programme and project management function [PM12] • You can contribute to the development of best-practice performance management across the organisation's analytical function [PER12] • You guide tactical decision making and influence the formulation of longer-term strategic plans in an evolving, complex and unpredictable environment to ensure that the proposed solutions align with the organisational strategy and vision [BA12] • You can define strategies to enable your team to embed commercial management in their work [CM12] • You can speak on behalf of and represent your team at internal and external events [C12] • You can contribute to the development of best-practice financial management across programmes and projects [FM12] • You can develop sustainable support models to embed programme or project management within the council [LCP12] • You can define strategies to enable your team to maintain delivery flow across
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			<p>team or no clear ownership exists [MDM10]</p> <ul style="list-style-type: none"> • You can work with services to anticipate how processes might change and know where to challenge or remove blockers [MPW10] • You can coach other teams to plan beyond delivery [P10] • You can work with services to anticipate how constraints might change and know where to challenge or remove constraints [WWC10] 	<ul style="list-style-type: none"> • You will solve and unblock issues within teams or departments at the highest level to effectively build consensus [TDC11] • You can influence and challenge senior stakeholders when addressing constraints [WWC11] 	<p>programmes and projects [MDM12]</p> <ul style="list-style-type: none"> • You can coach teams, services, and senior stakeholders to identify, challenge, and address inefficiencies in processes [MPW12] • You can contribute to the development of best-practice strategies for programme and project planning [P12] • You can lead on strategy as part of change, joining up business needs with innovative analysis and suggesting changes to organisational structures to fixable and sustainable designs [TDC12] • You can coach teams, services, and senior stakeholders to identify, challenge, and address constraints [WWC12]
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Programme Career Progression Framework

Job Title	Range	Duties	Level A (Developing)	Level B (Practising)	Level C (Accomplished)
Programme Management Officer	Range 4	<p>The Programme Officer role is important in supporting work with services and directorates across Medway Council. This position involves using programme and project management techniques to aid decision-making and problem-solving throughout the council. You will work closely with other officers and subject matter experts to understand the needs and objectives of various projects and tasks. By applying Agile methods, contract and financial management, and ensuring governance, the Programme Officer will help maintain delivery momentum and communicate effectively with a range of stakeholders.</p> <p>In addition to these responsibilities, the Programme Officer will contribute to the council's ability to adapt and meet both statutory and non-statutory requirements. This includes providing administrative support for strategic planning, identifying risks and dependencies, and contributing to project deliverables at different stages of the project life cycle. The role also involves continuous self-learning to stay updated with technical developments and enhance professional skills.</p>	Required for this level	In addition to level A	In addition to levels A and B
			Qualifications Good general level of education (five GCSEs grade 4-9/A*-C or equivalent, including Maths and English)	Qualifications Start a recognised certification or qualification in project or programme management	Qualifications Achieve a recognised project or programme management certification or qualification
			Knowledge <ul style="list-style-type: none"> You are aware of Agile approaches and theories [AW1] You are aware of the need to translate technical concepts into non-technical language [C1] You are aware of the legislation and governance frameworks applicable to your role, such as the Data Protection Act 2018 and General Data Protection Regulation (GDPR). [EPG1] You are aware of project management approaches and theories. [PM1] You are aware of performance management approaches and theories, with an appreciation of how they can be applied within the organisation [PER1] You can understand the need for contract management as part of projects and programmes [CM1] You understand how the needs of a team and outputs vary across the stages of the programme or project life cycle [LCP1] 	Knowledge <ul style="list-style-type: none"> You have a basic understanding of the ethical considerations in relation to project and programme management approaches. [EPG2] You understand how to apply basic techniques for project management. [PM2] You understand how to apply basic techniques for performance management. [PER2] You understand how and when third parties should be brought into projects or programmes [CM2] You can understand and describe the financial impact of a programme or project [FM2] You show an awareness of the different ways to develop a plan [P2] You can explain the importance of team dynamics, collaboration and empowering teams as part of programmes [TDC2] You can understand and describe approaches to implement governance and assurance [GA2] You can explain the strategic context of your work and why it is important [SO2] Awareness of the service and how the work of the team contributes to 	Knowledge <ul style="list-style-type: none"> You have a good understanding of the context of your work and the strengths and weaknesses of methodologies used and approaches used in programme and project management and are able to communicate these clearly and concisely. [C3] You continue to develop your knowledge through practical application of skills

			<ul style="list-style-type: none"> You understand how risks, issues or dependencies impact the work of a team [MDM1] You are aware of the importance of outputs rather than processes when delivering services [MPW1] You understand the importance of planning and forecasting [P1] You understand the importance of teams in programme management, and the role feedback plays in successful delivery [TDC1] You understand the importance of governance and assurance as part of programme management [GA1] You can understand the importance of strategic context as part of programmes [SO1] <u>An awareness of equality, diversity and inclusion</u> <u>An awareness of the One Medway Council Plan</u> 	<p>the wider organisational context and strategy</p> <ul style="list-style-type: none"> You continue to develop your knowledge through practical application of skills 	
			<p>Experience</p> <ul style="list-style-type: none"> Experience of working as part of a team Experience of managing a varied workload Experience of using data or information to inform projects or programmes Experience in a project or programme working environment 	<p>Experience</p> <ul style="list-style-type: none"> A minimum of 12 months of satisfactory and consistent performance working within the role Experience of working within a programme or project management environment Experience of working with other services to deliver programme or project management outputs Experience of working with a variety of programme or project management approaches 	<p>Experience</p> <ul style="list-style-type: none"> A minimum of 12 months of satisfactory and consistent performance working within the role Experience of working independently to deliver programme or project outputs Experience of applying data governance and protection in programmes or projects you are working on.
			<p>Skills</p> <ul style="list-style-type: none"> You are aware of the financial challenges faced within local government and can advocate for project and programme management as a way to address them [FM1] 	<p>Skills</p> <ul style="list-style-type: none"> You understand, with guidance, how to apply basic Agile approaches and theories, explaining their relevance to the organisation and why iteration is important [AW2] 	<p>Skills</p> <ul style="list-style-type: none"> You know about Agile techniques and can start to apply them independently, seeking guidance where necessary. [AW3]

				<ul style="list-style-type: none"> • You can vary your communication style based on the stakeholders you are engaging with [C2] • You can contribute the delivery of outputs and services at different phases of the programme or project life cycle [LCP2] • You can, with guidance, actively address internal risks and issues and know when to escalate them [MDM2] • You can, with guidance, help teams to document and capture processes [MPW2] 	<ul style="list-style-type: none"> • You can describe the legal and ethical issues affecting datasets and projects you are working on; contributing to documentation such as Data Privacy Impact Assessments [EPG3] • You know about project management techniques and can start to apply them independently, seeking guidance where necessary. [PM3] • You can explain the importance of performance measurement and business objectives [PER3] • You can work with others to act as the point of contact for contracted suppliers within projects or programmes [CM3] • You can work with others to describe how cost and budgets are created as part of programme or project [FM3] • With support you can recognise when to move from one stage of the programme or project life cycle to another [LCP3] • You can, with limited guidance, track, manage, escalate and communicate dependencies [MDM3] • You can support teams to challenge existing processes [MPW3] • You can support the development of plans [P3] • You can support the recognition and management of issues that impact on programmes [TDC3] • You can participate in the assurance of a programme [GA3]
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					<ul style="list-style-type: none"> You can support strategic planning in an administrative capacity [SO3]
Senior Programme Management Officer	Range 5	<p>The Senior Programme Management Officer plays a crucial role in supporting services and directorates across Medway Council. This position involves effective planning, coordination, and communication within and across teams to ensure the successful delivery of programmes and projects. By facilitating programme management activities and guiding business departments towards efficient project and programme management, the officer contributes to the development of processes that ensure sustainable change within the council. The role also includes participating in multidisciplinary team discussions, managing various perspectives, and helping define the strategic context to develop and deliver strategies through various programmes.</p> <p>The Senior Programme Management Officer supports the council in delivering its operational and strategic plans by guiding others in contributing to business value propositions and business cases. This includes challenging constraints to identify and quantify potential business benefits, ensuring value for money, and supporting contract management and supplier collaboration. You will identify appropriate project and programme deliverables, help teams find suitable personnel, and support the development of efficient, user-centred processes. By promoting assurance and governance, the officer ensures that compliance and risk management are integral parts of projects and programmes.</p>	Required for this level	In addition to level A	In addition to levels A and B
			Qualifications A good standard of education, such as A level qualifications	Qualifications Evidence of working towards a qualification, in a relevant subject such as project or programme management equivalent to at least a level 4	Qualifications A recognised qualification in a relevant subject at least at a level 4
			Knowledge <ul style="list-style-type: none"> You are aware of the legislation and governance frameworks applicable to your role and how to follow them across projects [EGP4]. You know how to apply best-practice project management methodologies, including tools and techniques; seeking guidance where necessary [PM4]. You know who to contact and can describe the correct processes to enable contract management as part of projects and programmes [CM4] You can consider the impact of user needs to balance cost versus value [FM4] You understand the project environment and prioritise the most important or high value tasks [P4] You understand how governance works and what governance is required as part of programmes across diverse parts of the council [GA4]. <u>A good understanding of equality, diversity and inclusion</u> <u>Developed knowledge of the service and how the work of the team contributes to the wider organisational context and strategy</u> 	Knowledge <ul style="list-style-type: none"> You have an understanding of the ethical considerations in relation to business analysis and project management and delivery approaches and how to apply them [EGP5]. Good understanding of the One Medway Council Plan to ensure alignment with workstreams. You continue to develop your knowledge through practical application of skills 	Knowledge <ul style="list-style-type: none"> You continue to develop your knowledge through practical application of skills

			<ul style="list-style-type: none"> • <u>An awareness of the One Medway Council Plan</u> 		
			Experience <ul style="list-style-type: none"> • Experience of working independently to deliver programme or project outputs • Working with multi-disciplinary teams to develop programmes and projects • Using specialist software and tools such as Engage, Visio, etc. • Experience in a project or programme management working environment 	Experience <ul style="list-style-type: none"> • A minimum of 12 months of satisfactory and consistent performance working within the role • Supporting end-users, with a variety of levels of understanding of business analysis, projects, and project delivery, by providing training and guidance. • Taking an active part in team and cross-department programme and project community 	Experience <ul style="list-style-type: none"> • A minimum of 18 months of satisfactory and consistent performance working within the role • Leading a variety of data analytics projects, some of which will be taking place at the same time • Mentoring and providing guidance to other council officers
			Skills <ul style="list-style-type: none"> • You know how to apply best-practice Agile methodologies, including tools and techniques; seeking guidance where necessary [AW4] • You are able to participate in discussions determining which performance measurements are appropriate, with guidance from more experienced colleagues [PER4] • You can listen to the needs of technical and business stakeholders and explain them to each other [C4]. • You can ensure the team is working towards the appropriate objective for the relevant phase of the lifecycle [LCP4] • You can create communications that support the delivery and implementation of a programme or project [MDM4] • You can, with some support, guide teams to focus on the output rather than the process [MPW4] 	Skills <ul style="list-style-type: none"> • You can independently apply your knowledge and experience of Agile methodologies, including tools and techniques [AW5] • You can independently apply your knowledge and experience of project management methodologies, including tools and techniques [PM5] • You can demonstrate your experience in turning business needs and goals into performance measures [PER5] • You can act as the point of contact for contracted suppliers within projects or programmes [CM5] • You can be an advocate for business analysis, project management and delivery within the council, explaining how it can be used to influence decision-making [C5] • You can monitor cost and budget and report on financial delivery; knowing when to escalate issues [FM5] • You can plan and engage with the appropriate stakeholders at a particular stage in the programme or project [LCP5] 	Skills <ul style="list-style-type: none"> • You can work as part of a project group to adopt the most appropriate Agile approach in different scenarios. [AW6] • You should be able to recommend governance and ethical approaches within spatial projects; explaining why an approach is the most appropriate in a particular situation [EGP6] • You can work as part of a project group to adopt the most appropriate project management approach in different scenarios [PM6] • You can work as part of a group, to identify and adopt the most appropriate performance management approach in different scenarios. [PER6] • You can identify appropriate contractual frameworks and identify appropriate suppliers to support projects and programmes [CM6] • You can contribute to discussions within a multidisciplinary team, with

			<ul style="list-style-type: none"> You can help to create the right environment for a team to work in and can empower them to deliver [TDC4] 	<ul style="list-style-type: none"> You can actively address internal risks and issues and know when to escalate them [MDM5] You can, with limited guidance, help teams to find a process that works for their users, the team, and the council [MPW5] You can use data to inform planning [P5] You can effectively bring people together to form a motivated team [TDC5] You can take responsibility for the assurance of a programme and know what risks need to be managed [GA5] 	<p>potentially difficult dynamics, to manage differing perspectives [C6]</p> <ul style="list-style-type: none"> You can input into business cases and can communicate business-value propositions [FM6] You can recognise the appropriate deliverables and the right people to meet them at different stages of the project or programme life cycle [LCP6] You can facilitate the delivery flow of a team as part of a programme or project [MDM6] You can support teams in establishing a process [MPW6] You can ensure that teams plan appropriately for their capacity [P6] You can help create the best team makeup depending on the situation [TDC6] You can evolve and define governance as programmes change over time [GA6]
Programme Manager	Range 7	<p>The Programme Manager supports services and directorates across Medway Council. This role involves guiding decision-making and influencing the development of longer-term strategic plans and programmes within a complex and evolving work environment. By defining strategies that enable the team to maintain delivery flow across various programmes, the Programme Manager ensures consistency and efficiency. Additionally, the role involves coaching teams, services, and senior stakeholders to embed a programme management culture that facilitates change and the delivery of strategic priorities.</p> <p>The Programme Manager is responsible for aligning programmes</p>	Required for this level	In addition to level A	In addition to levels A and B
			Qualifications A degree or equivalent level qualification in a relevant subject such as business analysis, business administration, project management etc	Qualifications Evidence of continuing professional development	Qualifications Evidence of continuing professional development
			Knowledge <ul style="list-style-type: none"> You are recognised as a specialist and are able to advise others on how to apply governance and ethical considerations and legislation in practice [EGP10]. You will understand the psychology of a team and have strong mediation skills [TDC10] A detailed understanding of <u>equality, diversity and</u> 	Knowledge <ul style="list-style-type: none"> You are recognised as a specialist and adviser in project management, including user needs, generation of ideas, methods and tools, and leading or guiding others in best practice [PM11] A comprehensive understanding of <u>Service Area, including operations, plans and strategies, and its integration within the Directorate and Council.</u> A comprehensive understanding of <u>the programmes within the council,</u> 	Knowledge <ul style="list-style-type: none"> You continue to develop your knowledge through practical application of skills

		with the organisational strategy and vision by using business needs and innovative analysis. This includes identifying and addressing inefficiencies to support continuous improvement and optimal performance. You will foster strong relationships with stakeholders, lead multidisciplinary team discussions, and manage various perspectives to contribute effectively to programme management. By organising and leading teams to plan their capacity and create optimal team compositions, the Programme Manager ensures the delivery of programmes that contribute to the council's operational and strategic goals, whilst ensuring they compliant with relevant governance, standards, and legislation.	<p><u>inclusion and how it relates to delivery of council services</u></p> <ul style="list-style-type: none"> • <u>Advanced knowledge of the service and how the work of the team contributes to the wider organisational context and strategy</u> • <u>A detailed understanding of the One Medway Council Plan to ensure alignment with workstreams.</u> • <u>An understanding of the Council's Performance Appraisal process.</u> • <u>Developed knowledge of HR procedures to manage a team effectively.</u> 	<p><u>including operations, plans and strategies, and its integration within the Directorate and Council.</u></p> <ul style="list-style-type: none"> • You continue to develop your knowledge through practical application of skills 	
			<p><u>Experience</u></p> <ul style="list-style-type: none"> • Managing multi-disciplinary teams, often in a matrix management style, to deliver programmes • Leading a variety of programmes, some of which will be taking place at the same time • Mentoring and providing guidance to other programme officers at a variety of ranges • Extensive experience of using specialist software and tools to manage and monitor programmes and their outcomes • Extensive experience in a programme management working environment 	<p><u>Experience</u></p> <ul style="list-style-type: none"> • A minimum of 18 months of satisfactory and consistent performance working within the role • Leading complex discussions with stakeholders about programmes and their outcomes • Contributing to policy development • Using data, research, and organisational information to add value and insight to programmes 	<p><u>Experience</u></p> <ul style="list-style-type: none"> • A minimum of 24 months of satisfactory and consistent performance working within the role • Supporting the development of a robust programme management culture within an organisation • You can establish processes, standards and approaches for programme management
			<p><u>Skills</u></p> <ul style="list-style-type: none"> • You can ensure Agile approaches are in place to ensure your team delivers products and services that support the organisation to achieve its goals [AW10] • You can ensure project management approaches are in place to ensure your team delivers products and 	<p><u>Skills</u></p> <ul style="list-style-type: none"> • You are recognised as a specialist and adviser in Agile, including user needs, generation of ideas, methods and tools, and leading or guiding others in best practice [AW11] • You can define strategies to enable continual improvement of and compliance with data governance 	<p><u>Skills</u></p> <ul style="list-style-type: none"> • You can contribute to the development of best-practice Agile approaches across the organisation [AW12] • You should be able to contribute to organisational approaches regarding data ethics and governance [EGP12]

			<p>services that support the organisation to achieve its goals [PM10]</p> <ul style="list-style-type: none"> • You can ensure that performance measurement frameworks are aligned to business needs and strategy [PER10] • You can coach others in appropriate commercial management as part of programmes or projects [CM10] • You can manage stakeholder expectations and moderate discussions about high risk and complexity, even within constrained timescales [C10] • You can ensure financial management approaches are in place to ensure your team delivers products and services that support the organisation to achieve its goals [FM10] • You can successfully lead teams through the full programme or project life cycle [LCP10] • You can actively address the most complicated risks, issues and dependencies within programmes or projects including where ownership exists outside the team or no clear ownership exists [MDM10] • You can work with services to anticipate how processes might change and know where to challenge or remove blockers [MPW10] • You can coach other teams to plan beyond delivery [P10] • You can work with services to anticipate how governance and assurance might change as part of programmes [GA10] • You can evaluate current strategies to ensure business 	<p>legislation and frameworks within the team [EGP11]</p> <ul style="list-style-type: none"> • You are recognised as a specialist and adviser for performance management, including user needs, generation of ideas, methods and tools, and leading or guiding others in best practice [PER11] • You can act as the escalation point and resolve large or high risk commercial management issues as part of programmes or projects [CM11] • You can mediate between people, communicating with stakeholders at all levels [C11] • You advocate to understand the financial impact when assessing user needs, generating ideas, and as part of developing or deploying processes, systems, or tools [FM11] • You can coach others and contribute to the assessment of other teams, providing guidance and support as they move through stages of the programme or project life cycle [LCP11] • You can negotiate with stakeholders at all levels to ensure the continued delivery flow of programmes and projects [MDM11] • You can influence and challenge senior stakeholders when establishing processes [MPW11] • You can negotiate with stakeholders at all levels to ensure appropriate plans are developed [P11] • You will solve and unblock issues within teams or departments at the highest level to effectively build consensus [TDC11] • You can influence and challenge senior stakeholders in developing governance and assurance for programmes [GA11] • You can define strategies and policies, providing guidance to others on working in the strategic context [SO11] 	<ul style="list-style-type: none"> • You can contribute to the development of best-practice project management across the organisation's programme and project management function [PM12] • You can contribute to the development of best-practice performance management across the organisation's analytical function [PER12] • You can define strategies to enable your team to embed commercial management in their work [CM12] • You can speak on behalf of and represent your team at internal and external events [C12] • You can contribute to the development of best-practice financial management across programmes and projects [FM12] • You can develop sustainable support models to embed programme or project management within the council [LCP12] • You can define strategies to enable your team to maintain delivery flow across programmes and projects [MDM12] • You can coach teams, services, and senior stakeholders to identify, challenge, and address inefficiencies in processes [MPW12] • You can contribute to the development of best-practice strategies for programme and project planning [P12] • You can lead on strategy as part of change, joining up business needs with innovative analysis and suggesting changes to organisational structures to fixable and sustainable designs [TDC12]
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			requirements are being met and exceeded where possible [SO10]		<ul style="list-style-type: none"> You can coach teams, services, and senior stakeholders to identify, challenge, and address governance and assurance issues [GA12] You can identify, challenge, and address issues that impact the strategic ownership of programmes, this may be within teams, services, or amongst senior stakeholders [SO12]
Senior Programme Manager	Range 8	<p>The Senior Programme Manager is fundamental in supporting services and directorates across Medway Council. This position is responsible for guiding organisational decision-making and influencing the development of long-term strategic plans and programmes within a complex and evolving work environment. The role involves delivering scalable programmes that establish sustainable delivery flows during and beyond the programme lifetime. By fostering strong relationships with stakeholders and demonstrating best practices, the Senior Programme Manager helps lead change management within the council, ensuring that programmes are delivered on time, within budget, and embed change.</p> <p>You will align programmes with the organisational strategy and vision including the One Medway Council Plan, build consensus among diverse stakeholders, and address inefficiencies to support continuous improvement and optimal performance. This includes developing complex benefit scenarios to ensure commercial management is sustainably delivered during and after the programme and holding senior leaders and partners accountable where necessary. You will lead teams across the council to plan their</p>	Required for this level	In addition to level A	In addition to levels A and B
			<p>Qualifications</p> <p>A degree or equivalent level qualification in a relevant subject such as business analysis, business administration, project management etc or relevant experience in a programme management working environment</p> <p>A project or programme management qualification at a practitioner equivalent level.</p>	<p>Qualifications</p> <p>Evidence of starting a relevant course at a Level 7 or above</p>	<p>Qualifications</p> <p>A qualification in a relevant subject at a Level 7 or above</p>
			<p>Knowledge</p> <ul style="list-style-type: none"> You will understand the psychology between organisations (private or public) or highly independent and diverse stakeholders and have strong mediation skills [TDC13] You can demonstrate a strong understanding of business issues, events and activities and their short to long term impact for the council and programmes [SO13] <u>A detailed understanding of equality, diversity and inclusion and how it relates to delivery of council services</u> <u>Extensive knowledge of the service and how the work of the team contributes to the</u> 	<p>Knowledge</p> <ul style="list-style-type: none"> You demonstrate a good understanding of how technology, products and services are built, selecting a range of communication methods to explain this to stakeholders at all levels [C14] You understand the granularity of existing and proposed contracts to explain the benefits and the value delivered as part of strategic programmes, ensuring they are monitored and delivered [CM14] You understand the granularity of financial costs and the value delivered as part of strategic programmes, ensuring they are monitored and delivered [FM14] You continue to develop your knowledge through practical application of skills 	<p>Knowledge</p> <ul style="list-style-type: none"> You understand and champion the importance and need for delivery flow leading on organisation wide approaches to ensure it is embedded in programmes [MDM15] You understand and champion the importance of reviewing processes to ensure they deliver value, and develop and implement strategies that embed this within the council [MPW15] You understand and champion the importance of planning to deliver programmes and projects, and implement strategies that embed this within the council [P15] You continue to develop your knowledge through practical application of skills

		capacity and create optimal team compositions based on situational needs, ensuring governance and compliance with identified requirements, standards, and legislation.	<p><u>wider organisational context and strategy</u></p> <ul style="list-style-type: none"> • <u>A detailed understanding of the One Medway Council Plan to ensure alignment with workstreams.</u> • <u>An understanding of the Council's Performance Appraisal process.</u> • <u>Advanced knowledge of HR procedures to manage a team effectively.</u> 		
			<p><u>Experience</u></p> <ul style="list-style-type: none"> • Minimum 2 years' experience of managing projects and programmes within a large organisation • Managing multi-disciplinary teams, often in a matrix management style, to deliver complex programmes across organisations and partnerships • Taking a strategic lead of programmes taking place at the same time • Mentoring and providing guidance to other programme officers at a variety of ranges • Extensive experience of using specialist software and tools to manage and monitor programmes and their outcomes 	<p><u>Experience</u></p> <ul style="list-style-type: none"> • A minimum of 24 months of satisfactory and consistent performance working within the role • Leading complex discussions with stakeholders to define programmes and their outcomes • Contributing to policy, strategy and programme development • Evidence of using data, research, and organisational information to add value and insight to programmes 	<p><u>Experience</u></p> <ul style="list-style-type: none"> • A minimum of 24 months of satisfactory and consistent performance working within the role • Leading the development of a robust programme management culture within an organisation • You can establish processes, standards and approaches for programme management
			<p><u>Skills</u></p> <ul style="list-style-type: none"> • You can coach and lead teams in Agile and Lean practices, determining the right approach for the team to take and evaluating this through the life of a programme or project [AW13] • You can communicate negative and positive information to stakeholders [C13] 	<p><u>Skills</u></p> <ul style="list-style-type: none"> • You can act as a recognised expert and advocate for Agile approaches, continuously reflecting and challenging the team and organisation [AW14] • You demonstrate an expert knowledge of the legislation applicable in this area, such as General Data Protection Regulation (GDPR) and the Data Protection Act (DPA) and can apply them to programmes to deal with complex issues [EPG14] 	<p><u>Skills</u></p> <ul style="list-style-type: none"> • As a recognised expert and advocate you can contribute to the development of best-practice Agile approaches to ensure new and innovative ways of working to achieve the right outcomes [AW15] • You can expertly translate technical concepts to non-technical audiences, so they are understood by all [C15] • You should demonstrate expert knowledge of ethics

			<ul style="list-style-type: none"> • You can expertly set and identify the ethical considerations of potential programmes and projects. [EPG13] • You can ensure project management and performance management approaches are used to influence the prioritisation of complex requirement sets, enabling long-term strategic decision making and short-term tactical fixes [PM13] [PER13] • You can develop commercial and contractual plans for programmes, ensuring they iterate throughout the programme life cycle [CM13] • You can develop agile financial plans for programmes, ensuring they iterate throughout the programme life cycle [FM13] • You can make and justify decisions characterised by high levels of risk, impact and complexity during a programme or project life cycle [LCP13] • You can identify and create opportunities to develop and deliver programmes that support organisational objectives, while collaborating across the organisation to fulfil meaningful goals [MDM13] • You can make and justify decisions characterised by high levels of risk, impact and complexity about processes [MPW13] • You can make and justify decisions characterised by high levels of risk, impact and complexity about programme and project planning [P13] • You will challenge teams, senior leaders, and 	<ul style="list-style-type: none"> • You use project management and performance management approaches to ensure the proposed solutions align with the organisational strategy and vision [PM14] [PER14] • You can build consensus between organisations (private or public) or highly independent and diverse stakeholders as they move through stages of the programme or project life cycle [LCP14] • You take responsibility for delivering scalable programmes for the organisation, that establish sustainable delivery flows during and beyond the programme lifetime [MDM14] • You can build consensus between external organisations (private or public, voluntary) or highly independent and diverse stakeholders about process development, establishment, and review. [MPW14] • You can build consensus between organisations (private or public) or highly independent and diverse stakeholders about plan development, establishment, and review. [P14] • You will make and justify decisions characterised by high levels of risk, impact and complexity to effectively build consensus [TDC14] • You can analyse governance and assurance systems and add appropriate measures to ensure appropriate standards are built into all project, programme and change activity [GA14] • You can develop, maintain or update strategy in response to feedback and findings [SO14] 	<p>frameworks in and outside government and can advise others seeking ethical guidance [EPG15]</p> <ul style="list-style-type: none"> • You create guidance and training for senior leaders to select and apply appropriate project and programme management methods and techniques so they become embedded in project and programmes [PM15] [PER15] • You can develop complex benefit scenarios to ensure commercial management is sustainably delivered during and after the programme hold senior leaders and partners to account where necessary [CM15] • You can develop complex benefit scenarios and hold senior leaders and partners to account to ensure their delivery [FM15] • You can lead on programme management strategy for the whole organisation [LCP15] • You can coach others in the council on team dynamics and conflict resolution [TDC15] • You can ensure strategic objectives effectively focus on outcomes rather than solutions and activities [SO15]
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			stakeholders, making full use of existing arrangements to build strong relationships to reduce or remove risk associated with not meeting governance and assurance standards as part of programmes [GA13]		
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