# Job Description

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| Job title | Programme Manager |
| Directorate | BUSINESS : Business Support |
| Division | Finance and Business Improvement |
| Range | MPR 7 |
| Reports to | Chief Information Officer |

## Main purpose of the job:

The Programme Manager plays a critical role in guiding decision-making and influencing the development of longer-term strategic plans and programmes within an evolving, complex, and varied work environment. You will define strategies that enable your team to maintain delivery flow across various programmes, ensuring consistency and efficiency. By coaching teams, services, and senior stakeholders, you will embed a programme management culture that enables change and delivery of strategic priorities.

You will be able to use business needs and innovative analysis to align programmes with organisational strategy and vision. This will include identifying, challenging, and addressing inefficiencies in programmes, to support continuous improvement and optimal performance. You will enable teams to embed commercial management in programmes, so they deliver efficiencies whilst meeting strategic goals.

By fostering strong relationships with stakeholders and demonstrating best practices, the Programme Manager helps solidify the credibility and reliability of change management within the council. You will actively lead complex, multidisciplinary team discussions, managing various perspectives so that all participants can effectively contribute to programme management. You will lead others in contributing to programme development, challenging constraints to identify and quantify potential business benefits.

You will lead on the identification of appropriate programme deliverables and assign suitable personnel to meet these throughout the programme lifecycle. You will facilitate the delivery flow of a variety of programmes both of your team and the teams you are working with. By organising and leading teams to plan their capacity and create optimal team composition based on situational needs, you will assure the delivery of programmes to ensure governance and compliance with identified requirements, standards, and legislation.

Liaise with stakeholders in a way that promotes the One Medway Council Plan and embeds our values and behaviours.

## Accountabilities and outcomes:

Strategy Formulation: Guide and evaluate strategy development and the strategic ownership and development of programmes in an evolving, complex, and unpredictable environment to ensure alignment with the organisational strategy and vision.

Commercial Management: Define strategies to enable your team to embed commercial management in the management of programmes, ensuring commercial considerations are integrated into decision-making processes.

Representation: Speak on behalf of and represent your team at internal and external events, advocating for their needs and achievements.

Financial Management: Contribute to the development of best-practice financial management across programmes, promoting financial discipline and transparency.

Support Models: Develop sustainable support models to embed programme management within the council, ensuring consistent and effective programme delivery.

Delivery Flow: Define strategies to enable your team to maintain delivery flow across programmes, ensuring continuity and efficiency in their execution.

Process Improvement: Coach teams, services, and senior stakeholders to identify, challenge, and address inefficiencies in processes, fostering a culture of continuous improvement.

Programme Planning: Contribute to the development of best-practice strategies for project planning, ensuring robust and effective planning methodologies are in place.

Change Leadership: Lead on strategy as part of change, joining up business needs with innovative analysis and suggesting changes to organisational structures to create flexible and sustainable programmes.

Governance and assurance: Coach teams, services, and senior stakeholders to develop and apply governance and assurance mechanisms within programmes.

Continuous self-learning: you should keep up to date with technical developments, enhance your skills, and take responsibility for your own professional development.

At the discretion of the Head of Service, such other activities as may from time to time be agreed consistent with the nature of the job described above.


## Key Corporate Accountabilities:

To work with colleagues to achieve service plan objectives and targets.

To understand and actively keep up to date with GDPR responsibilities, including completing regular refresher training.

Safeguarding is everyone's responsibility: all employees are required to act in such a way that safeguards the health and well-being of children and vulnerable adults.

As a corporate parent, all council employees are responsible for ensuring the well-being and positive outcomes of Medway's care-experienced children and young people.

To participate in the Performance Appraisal process and contribute to the identification of own and team development needs utilising the Career Development Framework.

Work in accordance with the Equality Act 2010 and the Public Sector Equality Duty to eliminate unlawful discrimination, harassment and victimisation. Promoting equality of opportunity, fostering good relations and improving the quality of life and opportunities for everyone living and working in Medway.

To ensure full compliance with the Health and Safety at Work Act 1974, the Council's Health and Safety Policy and all locally agreed safe methods of work.

To fully understand and be aware of the commitment to the duty under Section 17 of the Crime and Disorder Act 1998 to prevent crime and disorder.

Promote the Medway Carbon Neutral by 2050 commitment; supporting the Council action plan to ensure we play our part in addressing the climate emergency.

Medway Council is a Category One responder in relation to the Civil Contingencies Act (2004) and as a result all staff working for the Authority may be asked to carry out Category One response duties or stand into the role of another member of staff who is responding to a Major Civil Incident.

## Organisation:

This role reports to the Chief Information Officer

The post holder will have line management responsibility.

The post holder will be required to liaise with all stakeholders both internal and external to the organisation.

## Working Style:

HYBRID - a flexible working arrangement whereby an employee can undertake their work either in the office and/or partially or mainly from home on a temporary or permanent basis.

# Person specification

All criteria at level A are considered essential unless stated otherwise.

## Qualifications

### Level A

A degree in a relevant subject such as business analysis, business administration, project management etc

### Level B (in addition to level A criteria)

Evidence of continuing professional development

### Level C (in addition to levels A and B)

Evidence of continuing professional development

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## Knowledge

### Level A

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 equality, diversity and inclusion and how it relates to delivery of council services

Advanced knowledge of the service and how the work of the team contributes to the wider organisational context and strategy

A detailed understanding of the One Medway Council Plan to ensure alignment with workstreams.

An understanding of the Council's Performance Appraisal process.

Developed knowledge of HR procedures to manage a team effectively.

### Level B (in addition to level A criteria)

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]

You continue to develop your knowledge through practical application of skills

### Level C (in addition to levels A and B)

A comprehensive understanding of the programmes within the council, including operations, plans and strategies, and its integration within the Directorate and Council.

You continue to develop your knowledge through practical application of skills

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## Experience

### Level A

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

## Level B (in addition to level A criteria)
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

## Level C (in addition to levels A and B)
Supporting the development of a robust programme management culture within an organisation

You can establish processes, standards and approaches for programme management

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## Skills

### Level A
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 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 requirements are being met and exceeded where possible [SO10]

### Level B (in addition to level A criteria)
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 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]

## Level C (in addition to levels A and B)

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 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]

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]