Liverpool City Council

Job Description

Job Title	Programme Manager
Directorate	Strategy & Change
Service Area	Transformation
Grade	10
Competency Level	2
Salary	£54,916 – £60,640
Job Type	Hybrid
Location	Cunard Building
Disclosure and Barring Service (DBS)	Not required
Job Evaluation Ref No	

Job Purpose

The Programme Manager will co-ordinate a number of directly inter-linked change projects and/or a formal programme to deliver strategic change and benefit to the organisation and/or Liverpool's communities.

The Programme Manager will ensure workstreams or working groups within the programme are collaborating effectively and working towards the same goals and will develop relationships with stakeholders to ensure success and sustained change.

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The role will manage complex change programmes where:

- The programme may have more than one sponsor, and the sponsor(s) will be at Director/Senior Executive Manager level
- The programme resources will span across a number of Directorates/Divisions within the organisation
- The programme will have a number of senior stakeholders, including senior managers, across different divisions and support functions
- The programme will need to deliver multiple changes impacting across the organisation
- There may be limited or unknown technical or business capability to deliver the changes
- Visibility will be vital, and it will be key to report complex issues in a simple, well-organised format in order to gain overall buy-in and support
- The programme will need clear and concise communications at all levels of the organisation

Directly Responsible For:

Transformation staff directly engaged within the scope of the respective programme, to include Senior Project Managers; Project Managers; and Assistant Project Managers. Matrix management of Business Analysts; Assistant Business Analysts; Change Managers and Project Support Officers.

Directly Responsible To:

Transformation Business Partner

Main Areas of Responsibility:

- **Shaping and definition of programmes:** Ensure there is clear agreement on the required outcomes and the associated business impacts. Shape the

programme for smooth implementation by appropriately structuring and sequencing the initiatives required to achieve the outcomes

- **Planning:** Plan at the level appropriate to the complexity of the change programme. Use relevant planning techniques to achieve the stated outcomes and structure an appropriate set of initiatives to be delivered. This could include programme transition state planning through to project delivery schedules

- **Delivery:** Successfully deliver several diverse change projects/ programmes at once, and identify and address critical 'hot spots'

- **Resource management:** Effectively manage resource and cost plans from disparate sources, e.g. 3rd parties and other service areas, invariably where there have been competing demands on that resource or cost

- **Robust estimating:** Create and manage robust estimates throughout the programme lifecycle and get stakeholders to agree their accuracy

- **Risk management:** Appropriately articulate and manage the overall risk exposure across the programme so that there is a common understanding by all key stakeholders. Makes appropriate trade-offs to reduce the risk exposure and increase confidence that the programme will be successful

- **Issue management:** Proactively identify and resolve issues in a timely manner

- **Benefits/outcomes management:** Effectively identify and manage an outcomes-led approach to programme shaping, making trade-offs where required, to ensure an optimal set of change outcomes and benefits (financial and non-financial) are articulated and achieved

- **Testing and acceptance:** Ensure testing approaches are effective to produce the required outcomes as defined at the outset

- **Business readiness:** Work with change managers to ensure that the appropriate business teams create successful business readiness and change capacity plans to accept, and successfully exploit, the programme deliverables

- **Stakeholder management:** Ensure that the view of success of all key stakeholders is determined and agreed at the outset, and considered and managed on an ongoing basis. Maintain stakeholder expectations in line with the realistic forecast for the project
- **3rd party management:** Appropriately engage and manage the performance of all 3rd parties to optimal levels
- **Business and cultural awareness:** Have a high awareness of politics and business change taking place across the organisation, as well as external impacts on the programme
- **Communication:** Pro-actively communicate with clarity, gaining buy-in and creating positive impacts. Be decisive and confidently deliver difficult messages at all levels in the organisation

Supervision and Management Responsibility:

- Ensuring activities are planned with line managed staff to include meaningful one to one conversations, quality annual appraisals and regular workforce planning and development
- Manages performance and behavioural issues effectively
- Will be responsible for supervising programme team members including coordinating operational tasks, coaching and mentoring, and providing feedback on performance

Budget and Financial Responsibility:

- Being fully accountable for managing the council's resources well and complying with statutory requirements. This includes managing time, avoiding unnecessary waste, reusing and recycling resources to reduce personal impact

- Set, monitor, and remain within project budget whilst challenging the team to deliver increased efficiencies
- Explores different options for funding and income generation

Social Value Responsibility:

- Drive for social value through all activities, ensuring wider social, economic and environmental benefits for the council, residents and communities

Physical Demands of the Job:

- This post involves sitting at a desk and using a computer screen for prolonged periods of time

Corporate Responsibility:

- Contribute to the delivery of the Council Plan
- Delivering and promoting excellent customer service, externally and internally
- Commitment to customer excellence by dealing with customer feedback, including complaints, and learning from feedback in the drive for continuous improvement
- Making the council a great place to work, living the council's values, actively engaging in regular communications including team meetings, undertaking training as required and being responsible for managing own performance
- Develop the City Council's commitment to equal opportunities and to promote non-discriminatory practices in all aspects of work undertaken
- To ensure that all work functions are undertaken in accordance with health and safety legislation, codes of practice and the City Council's safety plan

Competency Framework:

We operate a competency framework, a set of core behaviours which define how we are expected to approach our work, how we perform in certain situations and how we treat each other. Each competency details the standards of behaviours and skills required by all staff and this in turn supports delivery of our aim and our council plans linking them together with our values.

The post holder will be required to demonstrate the ability to perform at the following competency level: **Level 2**.

The competency framework can be found here.

This job description is not intended to be either prescriptive or exhaustive. It is issued as a framework to outline the main areas of responsibility. You will be expected to carry out any other duties that may reasonably be required in line with your main duties and changing priorities of the organisation.

This role may suit you if you:

- Have a high preference for:
    - Focusing on outcomes of change
    - Managing complex stakeholder groups
    - Working in highly complex and political environments
    - Working in an organisation where controls and processes may still be being put in place
    - Working on high profile change programmes
    - Providing strong leadership, inspiring confidence in others
    - Developing staff and maintaining contacts and networks
- Are comfortable with:
    - Uncertainty and unknowns
    - Working in ways that require high levels of flexibility and adaptability.

The Council's PMO has a Project and Programme Management skills matrix which sets out the skills and capability level required for each of our roles. The following personal specification is based on this matrix. In your application you should demonstrate how you meet the required capability level of each skill. The capability level required is referenced next to the person specification criteria where appropriate. These are:

- *Awareness*: You recognise the skill and may be able to provide limited support to others in providing the skill
- *Proficiency*: You can explain the skill and have experience of demonstrating the skill in simple project situations
- *Advanced*: You have wide experience of demonstrating the skill, including in more challenging project situations. You can evaluate, challenge and improve the effectiveness of the use of this skill. You can advise others on how to use the skill and improve their capability

- *Mastery*: You have wide experience of demonstrating the skill in challenging project and programme settings. You can evaluate, challenge and improve the effectiveness of the use of this skill. You can provide expert advice on the skill and champion the use of the skill outside of your direct responsibility

Person Specification

Assessment methods used: I = Interview, P = Presentation, A = Application, E = Exercise, T = Test, AC = Assessment Centre

Qualification and training

Essential

- Programme management qualification or relevant experience in delivering complex change (A)

Desirable

- Project management qualification
- Change management qualification

Experience

Essential

- Experience of shaping, planning and managing complex change programmes in an outcome-led way (A, I)

Desirable

- Experience of working in Local Government

Skills/Abilities

Essential

- **Benefits Management:** Able to provide justification for undertaking a change project/programme. Can evaluate the benefits, costs and risks of possible options and gain management commitment and approval for investment in the required change. Able to set a baseline for anticipated benefits realisation and track progress throughout the programme *Mastery level* (A, I, P)

- **Scope management:** Able to draw the ideas and vision from the sponsor or senior executives and articulate succinctly in a well-qualified problem/opportunity statement. Can document the scope of deliverables that will result in required change. Can describe new or existing business KPIs that will be targeted *Advanced level* (A, I, P)

- **Scheduling and estimating:** Able to produce time, cost and quality measures, refining throughout the programme duration. Can ensure the programme team, sponsor, steering groups and support functions have a common understanding and agreement of the measures. Able to document activities and their dependencies in programme and project plans. *Advanced level* (A, I, P)

- **Organisational Governance:** Able to set up effective governance and align the programme to the organisation's objectives, delivering the programme efficiently to achieve sustainable change. Able to provide an accurate and truthful reflection of the programme. Can identify and adopt the appropriate approach to deliver the programme and make sure the programme team understands the journey from early definition through to delivery and business transition *Mastery level* (A, I, P)

- **Stakeholder management:** Able to identify and prioritise stakeholders, including 3rd parties. Can communicate with them in line with the plan and

retain their commitment to the change throughout the programme. *Mastery level* (A, I, P)

- **Risk and issue management:** Able to determine, communicate and manage risks, issues and opportunities and their implications on the required change. Can assign ownership, and implement mitigation and contingency plans as appropriate, escalating when necessary. *Mastery level* (A, I, P)

- **Financial management:** Able to estimate costs and the setting of an agreed programme budget. Can select and secure programme funding with approval of the sponsor. Able to manage the budget covering actual costs incurred to date and forecasts to complete. *Mastery level* (A, I, P)

- **Resource management:** Able to put appropriate plans and resources in place to deliver the outcomes required. Can identify, secure and release resource on a cost and time efficient basis throughout the programme. *Advanced level* (A, I, P)

- **Leadership:** Able to lead and influence leadership in order to launch and sustain the required change. Able to communicate on progress verbally, in writing, or through presentations to a broad set of stakeholders from team members to senior leadership and political representatives *Mastery level* (A, I, P)

- **People and professionalism:** Able to build and maintain an effective and engaged team, internally and externally, with a shared vision and purpose to sustained change. Can ensure they are empowered and inspired to achieve programme success, including through own example and standards *Mastery level* (A, I, P)

Desirable

- **Conflict and negotiation:** Able to identify and resolve conflict and negotiate desired outcomes. Can gain alignment of views *Mastery level*

- **Change control:** Able to put changes, throughout the programme life cycle, through the Council's agreed change control procedures, assessing their impact and securing stakeholder decisions about them *Advanced level*
- **Procurement:** Understands and is able to follow local government procurement policies *Advanced level*
- **Information management:** Collects, stores, archives and destroys programme information in line with procedures and standards *Proficiency level*
- **Ensuring quality:** Able to deliver programmes outcomes which meet the standards of the sponsor, SRO and stakeholders. Can ensure programme reviews take place throughout the lifecycle to ensure the programme's operating at the desired quality. *Advanced level*
- **Learning and development:** Develop the team and self in line with the relevant learning and development policies. *Mastery level*
- **Conduct:** Ensure you conduct yourself in a morally, legally and socially appropriate manner of behaviour, in line with Council values and procedures, with all members of the project team. *Mastery level*

Commitment

Desirable

- An understanding of and a personal commitment to the Vision and Values of Liverpool City Council