

Strategic Programme Manager Job Description

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| Directorate: | Resources | | |
| Service: | Strategy and Innovation | | |
| Location: | County Hall, Preston | | |
| Salary range: | £55,612 - £60,147 | Grade: | 12 |
| Reports to: | Transformation & Improvement Senior Manager | Staff responsible for: | |

Job purpose and scope

Reporting to the Transformation and Service Improvement Senior Manager the Strategic Programme Manager will work with senior officers and wider stakeholders to develop and deliver a key portfolio of transformation and improvement programmes for a range of Directorates, through sound programme management and service redesign tools

The Programme Manager will lead on all aspects of allocated programme delivery ensuring they are set up for success. The Programme Manager will be an integral part of the service making change happen for the organisation. They may be expected to work in a matrix management environment operating delivery within Portfolios or major cross cutting programmes allocated.

Performance Indicators

- Quality of advice/service against legal, safety and best practice standards
- Achievement of relevant service targets
- Adherence to internal/external quality standards if applicable
- Adherence to policies and procedures
- Accuracy and timeliness of information recording and processing
- Customer and stakeholder feedback
- Leading Lancashire Framework



Leading Lancashire – Our Leadership Framework



Leading Lancashire

Our Leadership Framework

Our Vision and Values We are driven by a simple yet powerful vision – “Here at Lancashire County Council, we are helping to make Lancashire the best place to live, work, visit, and prosper.”

This vision is at the centre of everything we do. Embedded in our identity are our values: *Supportive, Innovative, Respectful, and Collaborative*, our guiding principles that enable everyone to thrive.



Four Spheres of Leadership

The Leading Lancashire framework is a dynamic approach, encapsulating four key spheres:

Responsibilities, Capabilities, Behaviours, and Results.

These spheres form the bedrock of our leadership ethos, providing clarity and direction for all leaders. Responsibilities guide our actions, Capabilities cultivate our potential, Behaviours shape our interactions, and Results measure our impact. Together, these spheres ensure leaders deliver their best for themselves, their teams, LCC, and the people of Lancashire.



The Lancashire Mindset

Woven through the Leading Lancashire framework we introduce The Lancashire Mindset; Growth, Ownership, Optimism and Positive Impact. Adopting this mindset across the entire organisation not only brings our values to life but also emphasises the collective commitment to delivering the best for the people of Lancashire.

The Lancashire Mindset not only shapes our approach to leadership but also serves as a guiding force for a culture rooted in growth, ownership, optimism, and the commitment to making a meaningful positive impact.



Levels of Leadership

The Leading Lancashire framework provides an opportunity to define and clarify the focus and purpose of the various leadership levels within the organisation.

VISIONARY (Long-Term Direction):

Level 1 & 2 Leadership – Executive Directors and Directors
Senior leaders at this level, are Visionary Leaders. They have the privilege of shaping the long-term vision for the organisation, providing strategic and visionary direction that will guide the future success of Lancashire County Council.

SHAPING (Medium to Long-Term Strategy):

Level 3 Leadership – Heads of Service
Heads of Service at this level are Shaping Leaders. They are empowered to shape strategies with a broad mid to long-term view, setting clear strategic initiatives that provide direction to the management population, contributing to the organisation’s success in the medium to long term.

OPERATIONAL (Short-Term to Immediate Effectiveness):

Level 4 Leadership – Management Roles
Leaders at this level, found in various management roles, are Operational Leaders. They focus on immediate operational effectiveness, ensuring their teams deliver in the short term, meeting objectives and driving success on a daily-to-monthly basis.

These refined terms more explicitly convey the visionary, shaping, and operational aspects of leadership at each level within the Leading Lancashire framework.

Accountabilities/Responsibilities

- Day to day management of the programme taking the programme forward from appointment
- Being the day-to-day lead on behalf of the Senior Responsible Owner (SRO), ensuring successful delivery of the programme.
- Planning and designing the programme and proactively monitoring its overall progress, resolving issues, and taking action.
- Develop and implement the programme's governance framework
- Effective co-ordination of projects and/ or workstreams including their dependencies
- Managing and resolving risks and issues
- Managing overall integrity and coherence of the programme, and developing and maintaining the programme environment to support each individual project
- Manage the programmes budget, monitoring the expenditure and costs against benefits as the programme progresses
- Manages the appointment of individuals to the project delivery teams
- Ensures delivery of products and services from projects meets programme requirements in line with any blueprint (Process, Organisation, Technology, Information) to quality, time, and budget
- Ensures any blueprint is supported by Business Change Management and delivers the right capabilities
- Manage the programme team to deliver allocated priority programmes.
- Reporting progress including interpretation of complex management information (projects, financials, benefits) at agreed intervals to the SRO and business level or organisational boards

This job description is a written statement of the essential characteristics of the job, with its principal accountabilities, incorporating a note of the skills, knowledge and experience required for a satisfactory level of performance. This is not intended to be a complete, detailed account of all aspects of the duties involved.

Other

- **Equal Opportunities**

We are committed to achieving equal opportunities in the way we deliver services to the community and in our employment arrangements. We expect all employees to understand and promote this policy in their work.

- **Health and safety**

All employees have a responsibility for their own health and safety and that of others when carrying out their duties and must help us to apply our general statement of health and safety policy.

- **Customer Focused**

We put our customers' needs and expectations at the heart of all that we do. We expect our employees to have a full understanding of those needs and expectations so that we can provide high quality, appropriate services at all times.

- **Safeguarding Commitment**

We are committed to protecting and promoting the welfare of children, young people and vulnerable adults.

- **Skills Pledge**

We are committed to developing the skills of our workforce. All employees will be supported to work towards a level 2 qualification in literacy and numeracy if they do not have one already.

Our Values

We expect all our employees to demonstrate and promote our values:

- **Supportive**

We are supportive of our customers and colleagues, recognising their contributions and making the best of their strengths to enable our communities to flourish.

- **Innovative**

We deliver the best services we possibly can, always looking for creative ways to do things better, putting the customer at the heart of our thinking, and being ambitious and focused on how we can deliver the best services now and in the future.

- **Respectful**

We treat colleagues, customers and partners with respect, listening to their views, empathising and valuing their diverse needs and perspectives, to be fair, open and honest in all that we do.

- **Collaborative**

We listen to, engage with, learn from and work with colleagues, partners and customers to help achieve the best outcomes for everyone.

Person Specification

All the following requirements are essential unless otherwise indicated by *

Your ability to meet the job requirements will initially be assessed by the information provided on your application but further assessment will be undertaken at interview and, in some cases, by using other types of assessment(s).

Qualifications

- Professional and/or academic level qualification or equivalent or substantial vocational experience in programme and project management or a commitment to work towards this
- Demonstrate commitment to continuing professional development.

Experience

- Experience at senior management level; managing large and/or complex programmes
- Experience of working across Directorate services within multidisciplinary teams; managing programmes, projects, and teams outside of direct line management.
- Experience working across services outside of the area of responsibility to ensure delivery of corporate objectives.
- Experience leading, inspiring and motivating teams to drive programmes forward, achieving high quality delivery within reducing resources.
- Experience leading major change activity across a large and complex organisation.
- Experience of engaging, guiding, and influencing senior managers within the area of responsibility.
- Experience managing large budgets and realising significant benefits.
- Experience of shaping programmes through innovation, creativity, and alignment to strategic and/or policy development prior to implementation across the area of responsibility*.
- Experience of developing business cases

Essential knowledge, skills & abilities

- . Ability to build relationships, develop, motivate, and challenge services and their teams across the Change Portfolio
- Ability to develop and maintain effective working relationships with other members of the programme management team, senior managers, the project teams, and third-party providers
- Proven seniority to take on the responsibilities required of the role
- Strong leadership and management skills
- Understanding of the wider objectives of the programme
- Proven credibility within a programme environment and ability to influence others
- Strong technical knowledge for planning, monitoring, and controlling programmes, including management of risk
- Strong knowledge of project management approaches and methodologies (waterfall, agile or hybrid)
- Strong knowledge of business change methodologies and approaches
- Good knowledge of budgeting and resource allocation approaches
- Ability to find innovative ways to pre-empt and solve problems
- Ability to work in a complex environment and network across organizational boundaries; influencing and negotiating with others to ensure that deadlines are met.
- Experience of using IT systems to gather, analyse and present information.
- Significant experience in delivering presentations and facilitating workshops to co-design solutions with senior managers and front-line staff.
- Ability to work with elected members, board members and senior staff from internal and external organisations*.
- Extensive Line Management experience which may be required of this role*

Other essential requirements

- Commitment to equality and diversity.
- Commitment to health and safety.
- Display the LCC values and behaviours at all times and actively promote them in others.
- This is an essential car user post
You will be required to provide a car for use in connection with the duties of this post and must be insured for business use. In certain circumstances consideration may be given to applicants who, as a consequence of a disability, are unable to drive