

Role Profile: Local Government Reorganisation Programme Director – Lancashire

Salary: Competitive

Job Purpose

To lead the design and delivery of Lancashire's Local Government Reorganisation (LGR) programme, securing a safe, lawful and well-managed transition from the current two-tier system to new unitary authorities. The Programme Director provides strategic leadership, governance, assurance and programme management across planning, stakeholder engagement and implementation, working in genuine partnership across the 15 sovereign councils, aligned to Lancashire's devolution ambitions and Government requirements, and delivering better services, stronger governance, financial sustainability and lasting benefits for the people of Lancashire.

Key Responsibilities

Programme Leadership

- Provide leadership of the Lancashire LGR Programme, operating under the direction of the SRO and established governance arrangements, including Lancashire Chief Executives and Leaders.
- Develop and deliver the LGR transition and implementation plan, including aggregation and disaggregation of services, assets and staff across 15 councils.
- Establish, develop and lead the Programme Delivery Team, ensuring implementation activity is coherent, prioritised and aligned to agreed outcomes.
- Shape and articulate the overall objectives, priorities and delivery strategy for the LGR programme.
- Provide reporting, assurance and audit readiness across the programme, including oversight of risks, issues, dependencies and resources.
- Ensure compliance with Government criteria, statutory requirements and governance standards for LGR proposals and transition.
- Develop and manage the relationship between the overall programme and the individual Chief Executive-led workstreams.
- Promote a culture of openness and consistent communication across the programme, with clear narrative for stakeholders, staff and residents.
- Develop the programme's resourcing and commissioning approach, secure appropriate professional advice and expertise, and ensure effective collaboration and performance across contractors, advisers and third-party suppliers.

Strategic Planning

- Provide strategic advice on the opportunities, dependencies and risks arising from reorganisation, grounded in evidence and best practice.

- Oversee the design of new governance models, operating models and target blueprints for the proposed unitary authorities informed by workstream architecture and discovery activity.
- Develop robust implementation plans to support a safe and legal transition and a strong start for new councils.
- Identify opportunities to align programme objectives with those of the Lancashire Combined County Authority.
- Identify and manage dependencies with other major programmes and across multiple complex workstreams.
- Ensure operational readiness, including workforce planning, digital and ICT alignment, service continuity and benefits realisation.

Stakeholder Engagement

- Be a critical friend to the Lancashire Leaders and Chief Executives.
- Build strong relationships with elected members, senior officers, trade unions, and partners.
- Be responsible for regular reporting into the Ministry of Housing, Communities and Local Government (MHCLG) as the programme develops.
- Lead communications and engagement strategy to secure buy-in from residents, staff, and partners.
- Represent Lancashire in discussions with Government departments and the Local Government Association.

Financial and Risk Management

- Lead the development of robust business cases, financial models and budget management arrangements for transition.
- Ensure optimal use of programme resources, identify resourcing gaps and develop proposals to address them.
- Ensure the effective monitoring and reporting of programme risks, issues, dependencies and benefits realisation, with timely mitigation.
- Provide timely escalation and mitigation of risks affecting safe and legal Day 1 readiness particularly in safeguarding critical services.
- Maintain a comprehensive risk management and assurance framework, ensuring audit readiness throughout transition.
- Deliver value for money and maintain financial sustainability throughout the change process.

People and Culture

- Champion values-based leadership and a positive organisational culture during transition.
- Foster collaboration, innovation and resilience to support staff through change.

- Support workforce and digital transformation initiatives as part of the wider reorganisation programme.
- Ensure delivery of a strategic plan for workforce engagement and support, including HR frameworks for TUPE transfers and organisational design.

Essential Skills and Experience

- Experience as a senior strategic leader of a multi-disciplinary team in a complex public sector or multi-agency environment.
- Significant understanding of reorganisation, devolution and local government legislation, governance and service delivery.
- Proven track record of strategic leadership of large-scale transformation or reorganisation programmes, delivered within budget and to agreed outcomes.
- Strong background in programme and portfolio management, governance, assurance and PMO or programme office leadership.
- Strong political awareness and ability to operate effectively in a highly sensitive, visible and multi-stakeholder context.
- Excellent communication, influencing and negotiation skills, with experience of advising senior leaders and speaking truth to power.
- Evidence of high-level financial, commercial and risk management expertise, including management of substantial budgets.
- Experience of building and maintaining effective partnerships and stakeholder engagement across councils, partners and communities.
- Understanding of workforce and digital transformation and the role of technology in programme effectiveness.

Desirable

- Experience of local government reorganisation or devolution programmes.
- Familiarity with Lancashire's socio-economic context and strategic priorities.
- Professional qualification in programme management (e.g., MSP, PRINCE2) or equivalent.

Personal Qualities

- Strategic, innovative and solutions-focused thinker with the ability to translate vision into delivery.
- Collaborative, inclusive, resilient and adaptable, with strong credibility and integrity.
- Results-driven, with a relentless focus on outcomes and public value.
- Able to navigate uncertainty and political sensitivity with sound judgement.
- Strong commitment to public service values, equality, diversity and inclusion.

Key Outcomes

- Safe and legal transition, setting new councils up for a strong start with minimal disruption to residents and frontline services.
- Robust governance, systems and operating models in place for implementation.
- Effective engagement with residents, partners, staff and stakeholders throughout transition.
- Risks managed effectively and compliance maintained throughout the programme.
- Delivery of improved services, stronger governance and long-term outcomes for residents.

Reporting and Accountability

- Reports to the Senior Responsible Owner of the programme and works closely with Lancashire Chief Executives and Leaders through the agreed governance structure.
- Directly responsible for the programme delivery team.

Location and Working Arrangements

- Base – County Hall, Preston.
- Travel – regularly across Lancashire as needed and occasional national travel for Government engagement.