



## Job Description

Service:	Policy, Performance, Transformation
Job title:	Programme Manager – Transformation and Change
Grade:	H
Hours of work:	37 – Full-time
Responsible to:	Business Performance and Transformation Manager
Responsible for	
Direct reports:	Three or more
Indirect reports:	Project Managers and Programme Managers (possibly 4+)
Budget:	none

### Purpose of Post:

This role is central in supporting delivery of a service that connects the corporate transformation goals with operational execution across the Council to deliver strategic business outcomes. You will lead on programme design, implementation and delivery of the Council's transformation and change programmes aligning multiple projects with organisational goals. You will be a role model for our transformative culture, promoting collaboration and drive services to focus on measurable outcomes, fostering accountability and improving return on investment. You will help deliver a modern Transformation PMO that applies good governance standards and assurance across projects and programmes, as well as enabling value-driven outcomes.

- **Enabling strategic alignment** – You will oversee the Council's Transformation Plan, including a portfolio of transformation programmes and projects, ensuring alignment to corporate transformation goals. You will bring challenge to ensure programmes and projects deliver the transformation vision and that efforts are directed towards benefits with highest business impact. This will include the review of projects submitted within Service Plans across the Council.
- **Leading programme and project framework** – You will lead on the delivery of a Transformation Project Management Office (PMO) service. To establish clear strategic alignment and benefits, strong governance and administration, managing interdependencies, risks and issues, reliable and transparent reporting, training and mentoring. You will support services through the project lifecycle from the pre-project phase to initiation, delivery and reflection. Ensuring transformation programme delivers long-term value and benefits and that the PMO standards are adhered to.
- **Building resilience to change** – You will support leadership and services in building a stronger culture that embraces the transformation vision and is resilient to change. You will ensure your service advocates transformational change by communicating the vision, overcoming challenges and guiding project teams through transformation, fostering a culture that embraces adaptability.
- **Develop assurance framework and mitigate risk** – You will deliver an assurance framework that meets two key objectives. First, to provide regular monitoring that proactively addresses potential issues before they impact project timelines or budgets. And secondly, deliver an assurance programme of scheduled health-checks. You will foster transparency and reliability for leadership regarding project and programme assurance status and project progress.

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<ul style="list-style-type: none"> <li>• <b>Building effective relationships</b> - You will build effective stakeholder engagement and collaboration at all levels to ensure you understand current opportunities, needs and concerns regarding transformation change and delivery. You will respond positively and quickly to new opportunities and challenges, leveraging project expertise in your service team and adapting to changing demands to ensure programme and project success.</li> <li>• <b>Community of practice and training</b> – You will lead a centre of excellence to include peer support to Programme and Project Managers, to share learning and skills on project management to enable Council staff to fully share good practice and learn from each other. You will support the development of a training programme that supports leadership with embedding a transformation culture that embraces adaptability and change.</li> </ul>	

### Key deliverables:

#### To manage:

- The design, implement and deliver Transformation PMO framework, standards and solutions. A service that through collaboration with leaders, services and project teams ensures management and delivery of programmes and projects is compliant with the Transformation PMO standards and framework.
- The Council's Transformation Plan and portfolio of transformation programmes and projects. And to assist services with successful delivery of transformational change programmes and projects.
- The capturing of new project concepts and ideas at the pre-project phase. To manage the delivery of the Ideas Panel Board and to support the Service Planning process across the Council by reviewing submissions and engaging with services to ensure strategic alignment.
- The delivery of an assurance framework that puts in place;
  - Monitoring and processes that proactively identifies potential programme and project issues before they impact timelines, budgets, benefit realisation and outcomes. To investigate progress reporting concerns
  - Clearly communicated expectations regarding project assurance assessments and health checks against a project assurance framework. That delivers transparent and reliable reporting of programme and project assurance for leadership and governing boards.
- The delivery of a community of good practice service that shares learning and skills on project and programme management and lessons learnt across the Council.

#### To advise:

- Leadership, services and teams with the alignment of projects and programme with:
  - Corporate transformation goals
  - PMO framework
  - Risk management, compliance concerns and issues
  - Assurance and assessment.
- All staff and stakeholders and bring constructive challenge and drive benefits with highest business impact.
- All staff and stakeholders encouraging them to foster a culture that embraces transformation and adaptability, guiding services with positive energy through transformation change.

- Leadership and human resources on training development requirements and support delivery of a programme that embraces changing culture and behaviours, and programme and project expertise.
- All staff and stakeholders with good practice and sector innovation regarding project and programme management and change management.

To produce:

- A framework for Transformation PMO, programme and project assurance and good community of practice and training programme. To communicate expectations and develop collaboration with services across the Council to drive effective delivery of various frameworks.
- Enabling data-driven decision-making reports, by leveraging data to forecast programme and project outcomes, assess risks and adjust programme and project deliverables.
- Writing programme and project documentation, assurance assessments, internal communications, reports and presenting findings.
- The Council's Transformation Plan, and reporting progress in delivering the transformation vision.
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To support:

- Collaboration and engagement with leadership, all staff and stakeholders across the organisation, to understand needs and concerns regarding transformation.
- Leadership with building a more cohesive culture and adaptable workforce that embraces transformation change. And to show high emotional intelligence and communicate the values of strategic change and mitigate resistance effectively.
- The Corporate Reporting and Data Insight service with programme and project progress reporting.

### Knowledge and Qualifications

The minimum knowledge required to undertake this role and any qualifications or training essential for the role

**Programme management:** Programme Management qualification and/ or a significant level of knowledge and understanding of applying programme management. (E)

Project Management qualification and/ or high level of knowledge and understanding of applying project management. (E)


	<p><b>Transformation:</b> Proven knowledge of transformation, continuous improvement, service design and service improvement models and good practice.(E)</p> <p><b>PMO:</b> Good knowledge of PMO frameworks especially governance, controls and processes.(E)</p> <p><b>Change management:</b> Good knowledge or methods and techniques to manage and influence behavioural and cultural change.(D)</p> <p><b>Local government:</b> Good knowledge of local government and services, understanding the drivers for change and improvement, and challenges or opportunities impacting the sector.(D)</p>
<p><b>Experience</b></p> <p>Experience the person would need to do the job</p>	<p>Excellent track record and experience in leading programmes (E)</p> <p>Experience in delivering complex programmes/major projects taking work through from initial ideas to delivery (E)</p> <p>Experience of working with a wide range of senior stakeholders to bring about change.(E)</p> <p>Experience of working for a PMO service and embedding and supporting project teams with good governance, process, risk and assurance.(E)</p> <p>Experience of delivery of change management programmes which significantly impact large number of staff and/or customers.(E)</p> <p>A proven track record delivering outstanding performance in a complex organisation (E)</p> <p>Experience of managing staff and delivering a service, co-ordinating and prioritising work and resources (E)</p> <p>Awareness of the issues facing local government and the public sector (D)</p> <p>Awareness of the financial management processes within the public sector (D)</p>

	Awareness of risk management processes and project assurance (D)
<b>Skills and Abilities</b> Specific skills the applicant would need to do the job	<p><b>Analytical:</b> Ability to make decision based on the interpretation of complex information obtained from a range of sources (numerical and written).</p> <p><b>Creative thinking:</b> Ability to anticipate problems and sensitive issues and act creatively and proactively to find solutions.</p> <p><b>Communication:</b> Excellent reporting writing and communication skills. Ability to present written information in a structured and balanced way appropriate to the needs of the reader.</p> <p><b>Organizational:</b> Strong attention to detail and ability to manage multiple tasks and projects to deadlines. Ability to perform in a constantly changing and demanding environment.</p> <p><b>Stakeholder Engagement:</b> Skilled in establishing excellent connections and credibility with senior stakeholders necessary to influence and drive change.</p> <p><b>Behaviour:</b> Ability to champion innovation and change, inspiring and motivating colleagues</p> <p><b>Digital:</b> Familiarity with software tools like Microsoft Office Suite for data analysis, report writing and project tools.</p> <p><b>Influence and challenge:</b> Strong ability to influence, negotiate, mediate and persuade in challenging circumstances.</p> <p><b>Motivation and leadership:</b> Commitment and ability to support and motivate staff. Ability to lead staff and a service with energy and enthusiasm.</p>



<p><b>Decision Making and Impact on Others</b></p> <p>What impact the reasons made by the post holder would have on others across the Council/3C ICT</p>	<p>Recommendations that will affect the scope and delivery of the Council's Transformation Programme</p> <p>Making recommendations that could close down particular projects</p> <p>Highlighting the organisational gaps, risks and issues that need to be addressed</p> <p>Informing and communicating clearly officer and member decisions</p> <p>Considering relevant data when making evidence-based decisions</p> <p>Considers diversity issues when making decisions and proposals</p>
<p><b>Communication with Internal and External Customers</b></p> <p>What customers the applicant would be in contact with in the job</p>	<p>Post will be highly visible with members and senior officers</p> <p>Working at all organisational levels.</p> <p>This is a mix of strategic and operational work.</p> <p>Internal customer contact – 60% (senior officers, cross section of officers)</p> <p>External customer contact – 40% (senior officers from partner authorities and other agencies regarding specific projects, and to support reorganisation workstreams across the nine authorities, and unitary projects/programmes. )</p>
<p><b>Personal Attributes and Other Requirements</b></p> <p>In this section please list any other qualities you are looking for from the applicant</p>	<p>Willing to travel across the District and within Cambridgeshire and Peterborough on occasion.</p> <p>Occasionally work unsocial hours</p> <p>A highly effective listener and communicator with strong influencing skills, able to inspire confidence and trust at all levels</p> <p>The ability to apply sound judgement in responding quickly to fast moving priorities whilst also identifying and working towards longer-term goals</p>



	<p>A corporate player acting with integrity, professionalism and drive in the best interests of the organisation and in accordance with the agreed strategic direction</p> <p>A self-motivated person with well-developed problem-solving skills</p>
<p><b>HDC values</b></p> 	<p><b>Inspiring:</b> We have genuine pride and passion for public service; doing the best we can for customers.</p> <p><b>Collaborative:</b> We achieve much more by working together, and this allows us to provide the best service for customers.</p> <p><b>Accountable:</b> We take personal responsibility for our work and our decisions, and we deliver on our commitments to customers.</p> <p><b>Respectful:</b> We respect people's differences and are considerate to their needs.</p> <p><b>Enterprising:</b> We use drive and energy to challenge the norm and adapt to changing circumstances. We are always ready for challenges and opportunities, and we embrace them.</p>

### Safeguarding and promoting the welfare of children and young people/vulnerable adults

Huntingdonshire District Council/3C ICT is committed to safeguarding and promoting the welfare of children and vulnerable adults and expects all staff and volunteers to share this commitment.