



## Role Profile

### Post: Programme Director – Local Government Reorganisation (LGR)

Responsible to: Chief Executive – Cumbria County Council (Senior Responsible Owner)

### Job Purpose

This role will provide senior programme leadership to deliver change in a timely and coherent way to establish two new unitary councils for Cumbria in line with the requirements set out in the Structural Change Order (SCO). The Programme Director will provide programme leadership reporting to the Senior Responsible Owner (SRO) and be responsible for the overall delivery, integrity and coherence of the programme. They will maintain effective relationships with senior leaders from all councils and with elected Members to ensure a productive programme environment is created. They will ensure that the programme effectively commissions and manages the contractors and third-party suppliers that will provide support and services to the LGR Programme.

### Organisational accountabilities:

- Be accountable to the SRO and the Programme Board for the leadership and management of the day-to-day implementation of the LGR programme in Cumbria.
- Ensure programme milestones are achieved, short-term benefits are realised, and a plan is in place along with the right conditions to deliver the longer-term benefits of LGR.
- Form collaborative relationships with key stakeholders to ensure the LGR ambitions, priorities and vision are actively promoted and delivered.
- Promote a culture of openness and ensure effective communications with key stakeholders, Cumbria's residents, and councils' staff.
- Support the SRO and Programme Board to create an engaging and supportive culture where employees can co-design, collaborate and innovate.
- To be responsible for the resourcing and commissioning strategy for the LGR programme.
- Develop and support each programme team to enable successful implementation and delivery of expected outcomes and benefits.
- Support the SRO and the Programme Board to build the reputation of the new authorities with Cumbrian residents and stakeholders through actively listening and positive engagement approaches.

### Service Area accountabilities:

- Lead the delivery of the LGR programme in an effective manner, and to agreed timescales, to ensure that desired programme outcomes and objectives are delivered.
- To act on behalf of the Senior Responsible Owner (SRO) on a day-to-day basis and provide the interface between the programme delivery teams, translating and ensuring the strategic requirements and objectives set out by elected members and senior officers are understood and implemented.
- To direct and ensure the effective management of various multi-functional, and cross-council teams to ensure effective delivery of the programmes and projects.
- To be responsible for ensuring effective collaboration and the performance of contractors and third-party suppliers to the LGR Programme. Ensuring that the entire LGR Programme team works as one team.
- Ensure an appropriate programme or project management framework is in place, determining and managing risks of the programme through the various stages from preliminary design to implementation and beyond.

- To secure resources and expertise as required, for example, the programme resources, appointing professional advisers, co-ordinating and fostering teamwork.
- Have overall responsibility for programme budgets, including risk allowance.
- To ensure timely programme reporting in an agreed format that ensures tight controls are in place whilst managing risks and issues and escalating where appropriate.
- Acting as sole point of contact with the programme managers, receiving and reviewing detailed reports on the programme or project from the programme managers and assisting the programme managers in the resolution of problems.
- Provide support, guidance and coaching for the programme team and promote effective individual and team performance.
- Managing the programme budgets on behalf of the SRO, ensuring delivery within allocated resources, and ensuring financial risks are identified and mitigated.
- Ensure all relevant statutory and regulatory obligations are complied with.
- Undertake such other duties as may be determined within the general scope and commensurate with the grade of the post.

## Approximate number of employees:

**Direct Management** – circa 10 Programme Managers

**Budget** – team budget; and responsibility for managing and monitoring programme multimillion pound budget

## LGR Ways of Working

- One team – One Programme
- Open and transparent
- Collaborative
- Supportive and strength based
- Put aside organisational boundaries aside
- Committed
- Sharing resources

## Person specification

	Essential	Desirable
<b>Qualifications</b>	An appropriate degree or equivalent.	
	Relevant project/change/programme management qualification (eg Prince 2 or equivalent) or demonstrable equivalent experience.	
<b>Experience</b>	Substantial relevant experience in leadership and management of programmes across large public sector organisations, or large, complex and democratically accountable organisations, with multiple stakeholders.	Previous experience in strategic programme management of Local Government Reorganisation.
	Significant experience of working in complex stakeholder environments, working between the public and private sector, effectively managing internal teams, specialists, and consultants.	Experience and knowledge of the full range of council services at town, district and county levels.
	Substantial evidence of developing and delivering a performance culture and successful delivery of significant change programmes.	
	Evidence of delivering large scale organisational change programmes with professional expertise and experience in one or more of the following areas: <ul style="list-style-type: none"> <li>• Strategic human resources and principles of organisational development.</li> <li>• Development of performance reporting, escalating issues and managing risks appropriately.</li> <li>• Extensive network of key local government influencers and stakeholders to provide challenge and guidance.</li> <li>• Leading strategic stakeholder engagement and communication campaigns to support major change initiatives.</li> </ul>	
	Significant evidence of ensuring good governance - responsive to the present and future needs of the organisation, exercising prudence in policy setting and decision making and takes into account the best interests of all stakeholders.	
	A significant successful track record in developing effective working alliances between managers and politicians, together with a proven ability to network with partners and councils.	
	Significant experience of cross sector and partnership working, developing relations with other organisations, building relationships with stakeholders to deliver key strategies and major programmes.	
	Experience of customer engagement and advocacy in continually improving services.	
	Experience of developing effective commissioning and contractual arrangements and ensuring the effective management of contracts and third-party suppliers.	
	A proven track record in delivering efficiencies and ensuring value for money services.	

	Essential	Desirable
<b>Knowledge</b>	Significant knowledge of local authority and wider public sector strategies and initiatives.	
	Knowledge of LGR processes and requirements.	
	Acute political awareness.	
	Demonstrable abilities in strategic thinking and planning solutions, showing an understanding of the needs of communities.	
	Ability to lead, motivate, inspire and empower others, by example.	
	Demonstrable ability as a forward-thinker with an innovative approach, able to conceive, develop and implement new initiatives, and manage change.	
	First-class presentational skills.	
	Be committed to working as part of 'one team'.	
	Ability to work under exceptional pressure.	
	An excellent, persuasive, clear and constructive communicator at all levels.	
	Ability to make decisions and take responsibility for actions.	
	Excellent interpersonal skills: a strong networker able to build relationships with mutual confidence, honesty and respect.	
	<b>Other</b>	Ability to travel across Cumbria.
Flexible approach to working hours.		