

LONDON BOROUGH OF MERTON

INNOVATION & CHANGE DEPARTMENT

JOB DESCRIPTION

POST TITLE: CORPORATE PROGRAMMES MANAGER

Grade: MGB

DIVISION/SECTION: Customers, Policy and Improvement

Location: London Borough of Merton

Responsible to: Assistant Director, Customers, Policy and Improvement

Responsible for: Cross-cutting programme and project teams and budgets (£100k + per annum)

Post Number: TBC

Date: September 2023

MAIN PURPOSE

To lead and drive Merton's transformation and change plans by providing cross-organisational leadership, quality assurance and challenge for major programmes and projects. To provide high-level and expert support to Cabinet Members, Executive Directors and Directorate Management Teams for programme management and other continuous improvement activities.

To provide a high quality and professional central programme support function and, where required, to support specific priority projects or programmes of work. Some of these will be of high public interest and therefore linked to elected Members' key commitments and aspirations. Others will support the council to become more effective and efficient via improved services for customers, improved working environments and arrangements for our workforce and the achievement of savings programmes.

MAIN DUTIES AND RESPONSIBILITIES

- Leadership and facilitation of major transformation and change programmes across the organisation. This includes setting up and leading cross-organisational programme teams which will include senior officers up to Assistant Director level.
- Providing matrix management to a range of staff from across the organisation as required.

- Ownership and management of significant programme budgets, both capital and revenue (revenue budgets in excess of £100k per annum).
- Ownership and strategic analysis of project and programme governance, documentation and control mechanisms, to provide assurance to corporate and departmental change boards that these are being produced and undertaken to required standards (in line with Merton methodologies and good practice), and that there are adequate mechanisms in place to support delivery.
- Lead in the identification, definition, recording, tracking and reporting of transformation programme benefits, running workshops where necessary. Support managers to identify and map project benefits, and monitor transformation programme benefits to ensure the expected impact of investment is understood and that anticipated benefits are reported against and realised.
- Identify transformation programme risks and issues, and options for resolution and mitigation, to avoid delays in delivery of projects and programmes.
- Management of programme related contracts as required. This may include managing procurement processes prior to contracts being awarded.
- Understand and ensure a clear view of the Council Plan and internal transformation programmes and resource mapping, enabling monitoring to ensure they are on track and, where necessary, escalate any issues.
- Work under own initiative and autonomously to undertake critical path analysis, identification of critical milestones and interdependencies across transformation programme projects, and ensure these activities are communicated and planned at the programme level in order to manage them effectively.
- Provide ad hoc targeted programme support (for example drafting of Business Cases or PIDs, project planning, quality assurance, or business analysis) to major Directorate programmes and projects where required.
- Work with the Corporate Change Manager to develop communications for the Programme Office to ensure up to date transformation programme information is reviewed appropriately and made available to staff.
- Lead Lessons Learned activities and analyse outputs to ensure a culture of continuous improvement, and work with the Corporate Change Manager to develop mechanisms for ensuring that lessons learned are communicated to the rest of the organisation.

- Identify improvements to enhance the existing Merton's Approach to Projects (MAP) framework, and embed this across the Council.
- Lead on the organisation of all relevant transformation and continuous improvement boards, steering groups and other meetings (such as CMT and Programme Boards); ensuring that these are well facilitated, managed and documented and all necessary follow-up actions are delivered.
- Develop and maintain a pipeline of transformation projects, working with Business Partners, Project and Programme Managers and Service Managers.
- Deputise for the Assistant Director: Customers, Policy and Improvement as required, attending Committees and other meetings, outside normal office hours if required.

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PERSON SPECIFICATION

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Date: September 2023

QUALIFICATIONS AND EXPERIENCE

- Relevant qualification, or equivalent experience, in Programme and Project Management eg: Managing Successful Programmes (MSP), PRINCE2, P30, Management of Risk (MoR), APM qualification.
- Significant experience of working autonomously in a complex programme or project management environment (preferably a Programme Management Office)
- Experience of leading and delivering projects and programmes of work, specifically high profile and cross-cutting initiatives in large organisations (preferably Public Sector) successfully to time, budget and quality expectations in a complex environment, involving multiple stakeholders
- Demonstrated ability to lead, plan and manage a portfolio of programmes, projects and activities in parallel, establishing clear targets, defining plans and coordinating resources to ensure all are delivered on time and to quality expectations
- Experience of influencing senior officers, teams and individuals outside of direct span of control to deliver successful programmes of work, and using well developed persuasion and negotiation skills to achieve tangible outcomes
- Experience of writing key project and programme documentation to a high quality with minimal supervision (especially Business Cases, Project Initiation Documents, and benefit profiles)

- Experience in designing and delivering workshops and facilitating group sessions

SKILLS AND KNOWLEDGE

- Excellent stakeholder management and communications skills, both written and verbal, with the ability to interact professionally with a diverse range of individuals internally and externally including Elected Members and senior officers (up to an including CEO level).
- Ability to challenge and influence stakeholders across the organisation to gain 'buy in' and support
- Strong leadership skills, acting as a role model for programme management good practice with the ability to persuade and influence the work of peers and senior officers to the benefit of the programme
- Excellent interpersonal skills to build strong working relationships with internal and external customers
- Highly developed analytical and evaluation skills, with the ability to absorb complex information, define the key issues and develop and lead the implementation of innovative and effective solutions and/or responses
- Ability to work to the highest standards, demonstrating resilience to pressure, changing and competing demands and tight deadlines; maintaining professionalism at all times
- Knowledge of current issues and approaches relating to business improvement and transformation in complex organisations
- Detailed and up to date knowledge and understanding of relevant central and local government policy and processes
- Extensive knowledge of IT packages including Office365 and related applications.
- Knowledge of and commitment to the Council's Equal Opportunities policy and an ability to implement this across the organisation and to ensure that it is reflected in the delivery of services
- Promote diversity and respect for all people, recognise different needs and expectations, and challenge all oppressive practices