

JOB DESCRIPTION

JOB TITLE:	Programme Lead – Programme Management Office
DEPARTMENT:	Transformation and Resources
SERVICE:	Locality Plan PMO
GRADE:	SM4C/NHS A4C 8b
DIRECTLY RESPONSIBLE TO:	Locality Plan Director/Programme Board.
DIRECTLY RESPONSIBLE FOR:	Locality Plan Programme Management Office

Main Purpose of the Job:

The role will provide programme management expertise and capacity in support of the delivery of our vision for integrated care and the transformation of primary and community care, development of new delivery models and system integration throughout Trafford as outlined in the Trafford Locality Plan and Trafford Map.

This role is responsible for leading and managing a large scale transformation portfolio through leadership of the Programme Management Office. The Programme Lead will deliver new capabilities, realisation of large efficiency savings and a range of non-financial benefits and service & pathway redesign and outcomes. The role has responsibility for managing complex change workstreams, resource deployment and stakeholder relationships.

The transformation plan for Trafford is large scale and ambitious, and the organisations within it have agreed to work together to design and implement a sustainable system, this will therefore be a joint post between the Clinical Commissioning Group and Trafford Council. To support this, the organisations have agreed to establish four key work programmes, with the role of designing and implementing system changes in order to deliver strategic benefits across the Health & Social Care system.

There are a number of Programme Lead roles that will drive the work of these programmes and are key to the successful delivery of the transformation. Post holders will have experience of large scale change programmes, working with senior managers across Health, Social Care and other public and voluntary sector organisations, and have the skills and knowledge relating to how project and programme management methods can be adapted for complex health and social care change.

The post holder will be required to work to the policies and procedures of the organisations involved and standards developed and managed through this post by the Programme Management Office. The post holder will be required to establish and maintain key working relationships with the existing Executive Teams in the partner organisations, teams involved in defining and delivering the programmes and a range of interested stakeholders.

Main Duties:

1. To support the SRO, Locality PPlan Director and other programme leads in the strategic leadership and management of the Trafford Transformation Programme and wider portfolio, to support the delivery of vision, principles, objectives and core values of the Trafford locality plan.
2. To provide leadership and direction to the programme, identifying and securing commitment to change and engaging and managing stakeholders in order to deliver service transformation and increased efficiency.
3. To produce comprehensive, integrated project plans for service transformation, improved efficiency and customer service, reduced costs, transition, benefits realisation implementation and stabilisation of change.
4. Monitoring, updating and reporting against the schedule to various governance bodies as required and implementing remedial plans when necessary including stretching, right through to close down of the programme.
5. To operate a programme office function including plan management, change control, risk and issue identification, mitigation and resolution, document control and interdependency management, to provide effective governance across the programme.
6. Creation of tailored communications to senior and multi-agency audiences that invigorate interest and relay complex issues in an effective and easy to understand way.
7. To develop and implement a communications plan for the programme to manage all stakeholders effectively.
8. To maintain control of the project scope through an effective change control process.
9. To ensure that engagement and consultation takes place with the appropriate individuals across the organisations with regard to service development and strategic direction and take an active and leadership role in communication, including advocating the need for partnership working.
10. To support the organisations in preparing themselves for the ongoing change and improvement culture it will need to develop as part of the programme implementation.
11. To report on the delivery of the objectives including the key areas of change, communication and stakeholder management for the whole programme.

12. To provide line management to programme staff including the business support officer. This will include both dedicated staff and staff working within the programme as part of matrix management arrangements.
13. To deputise for the SRO and Programme Director as required.
14. To attend and lead regular project and programme meetings and contribute to proposed initiatives and improvements to service delivery.
15. To provide and receive highly complex, highly sensitive and highly contentious information, where motivating, negotiating and empathic skills are required.
16. To have responsibility for day to day management of the programme budget, reporting and making recommendations to the programme board regarding expenditure and to be responsible for the procurement of services or programmes where the costs are large and multi-stranded.
17. The post holder will be responsible for developing strategic plans over a number of years of the programme, including establishing new models of care across over £300million of commissioned services, including reducing admissions into the acute sector and improving current performance on Delayed Transfers of Care.
18. Be responsible for ensuring the quality assurance of key programme products, either from within the programme or external to.
19. Ensure effective benefits management through defining benefits and their trajectories and how they are delivered and take an active role in driving benefits realisation forward.
20. Plan and oversee activities for any public consultation activity.
21. Ensure appropriate milestone descriptions in order to manage the quality of milestones.
22. Identify, capture, describe and support the management of key dependencies across and outside the programme.
23. Implement robust risk management through risk register and provide support and advice to risk owners. Initiate action to mitigate or resolve issues or risks identified.
24. Recommend any ongoing innovative changes to managing the Transformation portfolio.
25. Frequent requirement for concentration where the work pattern is unpredictable.
26. Contribute to effective maintenance of programme information and documentation, including version control and file management.

27. To analyse highly complex facts and situations related to the Trafford Transformation programme where there are multiple variables to be considered and there are no precedents and to develop policies related to the programme which would positively impact on service provision and delivery across Trafford.
28. The post holder is expected to manage their own workload and will be guided by broad occupational policies and procedures, and will need to establish how these will be interpreted. This will be outlined in one to one meetings with line manager at regular intervals.
29. Establishing standard operating procedures and policies and governance related to the re-design of commissioned services in line with the Transformation Agenda across the borough of Trafford.

Health and Safety

To operate safely within the workplace with regard to health and safety policies, procedures and safe working practices. To be responsible for your own Health and Safety and that of other employees.

Equalities & Diversity

To work within Equality and Diversity Policies, embracing through personal example, open commitment and clear action that diversity is positively valued, resulting in access for all by ensuring fair treatment in employment, service delivery and external communications.

Customer Care

To continually review, develop and improve systems, processes and services in support of Trafford's pursuit of excellence in service delivery. To recognise the value of its people as a resource.

Training and Development

To identify training and development needs with your manager, taking an active part in your Personal Development and Review Plan. To access development opportunities as they arise and share learning with others and where appropriate, actively encourage a learning environment and development within others.

Policy

To work at all times within the established policies and practices of the employing organisation, within the framework established.

Information Governance

Confidentiality is of prime importance. In the normal course of duties, the post holder will have access to personal and or sensitive information relating to service users, staff and contractors, as well as information of a commercially sensitive nature. Such information should not be communicated to anyone outside or inside the employing organisation unless done in the normal course of carrying out the duties of the post. Disciplinary action will be considered where a breach of confidence and or data breach has been established.

All information obtained or held during the post-holders period of employment that relates to the business of the employing organisation and its service users and employees will remain the property of the employing organisation. Information may be subject to disclosure under relevant legislation. Information will be shared safely and complies with information governance standards and associated legislation.

PERSON SPECIFICATION

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DEPARTMENT: Transformation and Resources

GRADE: SM4C/NHS A4C 8b

Criteria	Description	Essential	Desirable	Method of Assessment
Qualifications	<p>Masters level or equivalent qualification/experience in a related subject.</p> <p>Relevant programme management qualification.</p> <p>Evidence of continued professional, managerial and personal development.</p>	✓		A/C
Knowledge and Experience	<p>Advanced understanding and significant demonstrable experience of change management principles, processes and procedures through experience of working in a project environment of a large complex organisation (public or private sector) undergoing change.</p> <p>Proven experience of working in a programme management environment leading to an understanding of Programme Management principles and Programme Management Office principles, processes and procedures.</p> <p>Exposure to structured programme and project management techniques (ideally but not necessarily including, or with a good working knowledge of, PRINCE 2 and MSP – Managing Successful Programmes).</p> <p>Significant experience of leading complex projects within a PRINCE 2 or equivalent methodology and their application.</p> <p>A comprehensive understanding of the value and use of new technologies in improving services, and modernising</p>	✓		<p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p>

	<p>working processes.</p> <p>Significant knowledge of the public services reform and GM devolution agenda, including current environment and anticipated developments.</p> <p>Proven experience of operational and performance management of staff.</p> <p>Proven leadership experience.</p> <p>Experience of successfully managing budgets.</p> <p>Experience of successfully operating in and delivering priorities in a partnership environment.</p> <p>Extensive and demonstrable experience of implementing complex transformational change to improve outcomes.</p> <p>Experience of complex relationship management with programme stakeholders, including political & cultural awareness.</p>			
Skills and Capabilities	<p>Credibility with senior management and ability to work with senior Programme, Project and business line stakeholders and external suppliers.</p> <p>The ability to quickly understand the Programmes objectives and the contribution of the Programme Office to achieving those objectives.</p> <p>Analytical and judgment skills to enable decisions to be made on complex issues.</p> <p>Ability to manage a diverse workload and to meet set deadlines.</p> <p>Significant relationship building skills across a range of sectors.</p> <p>Effective negotiator and influencing skills with the ability to work through conflict and ambiguity.</p> <p>Reacts positively in opposition and conflict, taking the opportunity to persuade others of own point of view and defends own position</p>	✓		<p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p>

	<p>with logical and unemotional arguments.</p> <p>Ability to maintain focus and objectivity under various conditions and skill in managing and maintaining an extensive workload with challenging timescales.</p> <p>Ability to make decisions autonomously, when required, on complex or difficult issues.</p> <p>Experience of leading change in a challenging organisational environment.</p> <p>Ability to work between strategic and operational activities where required.</p> <p>Outstanding numerical/computer/literacy skills.</p> <p>Evidence of successful resource and financial management, including formulating and monitoring resources and budgets.</p> <p>A successful record of stakeholder management including collaboration and engaging with a wide range of internal and external bodies, building partnerships and productive working relationships.</p> <p>Influential and persuasive communicator, with high level of written and verbal communication skills combined with attention to detail.</p>			<p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p>
Behaviours	<p>Demonstrate commitment to and focus on quality, promotes high standards to consistently improve outcomes.</p> <p>Values diversity and difference, operates with integrity and openness.</p> <p>Works across boundaries, looks for collective success, listens, involves, respects and learns from the contribution of others.</p> <p>Uses evidence to make improvements, seeks out innovation.</p>	✓		<p>A/I</p> <p>A/I</p> <p>A/I</p> <p>A/I</p>

	<p>Actively develops themselves and others.</p> <p>Self-awareness in terms of emotional intelligence, biases and personal triggers with cultural sensitivity and awareness.</p> <p>Demonstrable commitment to partnership working with a range of external organisations.</p>			<p>A/I</p> <p>A/I</p>
Equality and Diversity	Will consider the most effective way to promote equality of opportunity and good working relationships in employment and service delivery and has the ability to take actions which support and promote this agenda.	✓		A/I
Other	<p>Able to travel across Trafford the postholder will be required to use road and/or public transportation to travel to key meetings & events</p> <p>Able to attend occasional meetings outside of normal working hours</p> <p>Advanced Keyboard Skills will be required to manipulate data when producing reports as well as a requirement to analyse data and computer packages to produce statistical reports relevant to the programme</p> <p>Occasional exposure to highly distressing circumstances when imparting unwelcome news related to the performance of direct reports or when there are performance concerns related to the programme.</p>	<p>✓</p> <p>✓</p>		<p>A/I</p> <p>A/I</p>

***Method of Assessment:**

A=Application form I=Interview P= Presentation T=Test
C=Certificate AC = Assessment Centre