

London Borough of Bexley

Job Description and Person Specification

Management Group: Chief Executive's
Department/Section: Transformation & Delivery Unit
Job Title: Delivery Programme Manager
Reports to: Transformation Programme Lead
Grade: Bexley18

Purpose of the job

The Delivery Programme Manager will act as a dedicated change and improvement business partner, providing strategic direction and leadership for a complex portfolio of work across up to three specific directorates.

The primary purpose is to own and build a clear pipeline of change and improvement projects, ensuring appropriate prioritisation and resource allocation to deliver positive outcomes and significant efficiencies for the Council and its residents. This includes applying a range of specialist disciplines such as process redesign and change management.

The role requires a strong focus on building excellent long-term relationships with service-level stakeholders, understanding their change requirements, and ensuring the purpose, scope, and impact of all projects are properly researched, evidenced, and successfully delivered.

Principal accountabilities

Strategy

- Own and build a clear pipeline of change work for relevant directorates, ensuring appropriate prioritisation and resource allocation, and providing expert advice to service-level stakeholders to shape their change requirements.
- Contribute to the Transformation and Delivery Unit's success by ensuring all programmes and projects align with corporate priorities and actively use data to inform robust business cases and strategic decision-making.
- Lead the identification, mapping, and tracking of programme and project benefits, ensuring they are properly evidenced and understood, to deliver tangible outcomes and service improvements for both the Council and its residents.
- Proactively identify and assess strategic-level risks, assumptions, and dependencies within the programme portfolio, escalating them appropriately to the Transformation Programme Lead and senior stakeholders to ensure mitigating actions are secured.

Direction

- Lead the development and delivery of the directorate-level portfolio, ensuring appropriate prioritisation and resource allocation for the pipeline of change work.

- Provide expert advice to service-level stakeholders and senior leaders, helping them to shape and meet their change requirements.
- Ensure all programme risks, assumptions, and dependencies are understood and accepted by the organisation, translating risk appetite into clear project direction.
- Provide clear direction to all multidisciplinary project teams on programme objectives, ensuring alignment with the strategic guidance from the Transformation Programme Lead.

Implementation

- Directly lead and manage the end-to-end delivery of a portfolio of complex change projects, overseeing plans and tasks to ensure all deliverables are completed on time, within budget, and to required quality standards.
- Manage day-to-day communication and engagement with senior stakeholders, including directors and service managers, building excellent long-term relationships to ensure buy-in for key decisions and maintain confidence and momentum.
- Actively identify, track, and manage strategic-level risks, assumptions, and dependencies across the portfolio, proactively troubleshooting issues and implementing mitigating actions to maintain delivery momentum.
- Own the quality of all programme and project documentation, ensuring all information logs and reporting are accurate and up-to-date, and that project artifacts are maintained in line with the established governance framework.

Organisational Control and Development

- Provide strategic leadership and operational management for all change programmes for up to three specific directorates, acting as a key business partner to service-level stakeholders and senior leaders.
- Own the strategic delivery and quality of the designated change portfolio, providing assurance on project deliverables and outcomes, and ensuring all programmes adhere to the established governance framework.
- Lead the development and implementation of best practices across the Council, actively contributing to internal capability building and a culture of continuous improvement, ensuring alignment with the Transformation Programme Lead's strategic guidance.
- Build excellent, long-term relationships with service-level stakeholders, providing expert advice, supporting their change requirements, and ensuring that risks, assumptions, and dependencies are fully understood and accepted by the organisation.

Staff Management and Development

- Provide line and/or matrix management for up to five staff, which may include Delivery Project Managers, Management Trainees, and Apprenticeship Officers.
- Mentor and coach colleagues, setting clear expectations to ensure high standards and foster a culture of continuous improvement within the team.

- Manage multi-disciplinary project teams through matrix reporting, delegating decision-making where appropriate, and effectively supporting and managing organisational risk to ensure successful delivery.
- Actively contribute to building internal capability by leading the implementation of best practices and championing successes to inspire others about the transformation agenda.

Personal Effectiveness

- Balance strategic planning with hands on delivery, acting as a skilled problem-solver who can lead and deliver projects using specialist disciplines.
- Demonstrate a high degree of emotional resilience and political acumen to effectively navigate competing priorities, influencing stakeholders at all levels, and providing meaningful challenge, advice, and feedback.
- Exhibit advanced organisational and time management skills to successfully manage a complex portfolio for up to three directorates, ensuring risks, assumptions, and dependencies are understood and accepted and that multiple deliverables meet tight deadlines.
- Maintain a proactive and outcomes-focused approach with limited supervision, responding creatively to a dynamic environment, anticipating challenges, and taking personal responsibility for Continuous Professional Development (CPD).

Person Specification

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Job Title: Delivery Programme Manager

Selection Criteria	Essential/ Desirable (E/D)	Method of Assessment (see key)
(a) Education and formal training		
Relevant professional qualification in programme or project management, business analysis, or change management.	E	Application Form
Degree-level qualification or equivalent professional qualification in a relevant discipline.	E	Application Form
Commitment to Continuous Professional Development (CPD), staying current with the latest change, project, and programme management methodologies and best practices.	E	Application Form
(b) Relevant technical experience, knowledge & skills/abilities		
Proven experience in a programme management role, with a strong track record of leading the end-to-end delivery of a complex change portfolio in a public or private setting, including owning and building the work pipeline for designated directorates.	E	Application Form / Interview / Presentation
Proven operational management experience ensuring projects are delivered on time, within budget, and to required quality standards, supported by robust governance and reporting frameworks.	E	Application Form / Interview / Presentation
Deep understanding of programme and project management frameworks, methodologies, and tools, ensuring all portfolio elements adhere to established governance and reporting frameworks.	E	Application Form / Interview / Presentation

Extensive experience influencing and building trust with a wide range of stakeholders, including senior leaders, providing meaningful challenge, advice, and feedback.	E	Application Form / Interview / presentation
Exceptional emotional intelligence and political astuteness to act as a critical friend and navigate a complex, highly political environment, inspiring support for the transformation vision.	E	Application Form / Interview
Ability to work proactively with a high degree of autonomy in a fast-paced environment, using strong analytical and problem-solving skills to troubleshoot and drive initiatives forward.	E	Application Form / Interview
Proven experience in line and/or matrix management of multidisciplinary staff, with a strong track record of coaching, mentoring, and ensuring high-quality performance.	E	Application Form / Interview
Demonstrable experience in specialist disciplines such as process redesign and benefits mapping, using data and evidence to inform business cases and strategic decisions.	E	Application Form / Interview
Outstanding verbal and written communication skills, with the ability to express complex information clearly and concisely, presenting in an engaging way for diverse audiences, including senior leadership.	E	Application Form / Interview

(c) Other Additional Requirements

Demonstrable commitment to and understanding of the Council's values and behaviours.	E	Application Form
The ability and willingness to work evenings and weekends as required to meet the needs of all service users and stakeholders.	E	Application Form

KEY:

I = Interview, A = Application Form, AT = Ability Test, PQ = Personality Questionnaire, P = Presentation, PE = Practical Exercise, DBS = Disclosure & Barring Service, DL = Driving Licence

Applicants will be assessed against these criteria and the following high-performance indicators throughout the recruitment process.

High Performance Indicators

Values	Behaviours for staff	Behaviours for managers
Innovation	<p>I respond flexibly and adapt to changing demands</p> <p>I am prepared to take managed risks to achieve better outcomes</p> <p>I ask 'What if...?' to develop fresh thinking and innovative approaches to generate and implement solutions to improve performance and challenge the status quo</p>	<p>I routinely look for innovative and cost-effective ways to improve performance and customer service</p> <p>I champion change and deal successfully with ambiguity, enabling people to see positive and exciting possibilities for the future</p> <p>I take calculated risks based on available evidence and my professional judgement to learn and try new things</p>
Leadership	<p>I demonstrate a clear sense of purpose and direction, in line with organisational objectives</p> <p>I am willing to take difficult decisions</p> <p>My personal actions promote a positive image of Bexley</p>	<p>I take responsibility for my service and for making things happen to make a difference to my service users</p> <p>I create an environment where staff can thrive and show I value and trust staff, give praise and recognise good work</p> <p>I inspire, lead and encourage staff to move forward</p>
Collaboration	<p>I show respect for others and value contributions from internal and external partners and customers</p> <p>I recognise the right solution, regardless of who initiated it</p> <p>I seek out and work with partners who can help me achieve the outcomes and objectives I need to deliver</p>	<p>I encourage the feeling that the team is a collective unit with shared goals</p> <p>I engage with service partners and other areas of the Bexley organisation to understand the demands on others and seek solutions as One Council</p> <p>I network internally and externally</p>

Listening and Responding	I acknowledge other people's viewpoints and work with them to find a win-win solution	I seek regular service user feedback and review customer data to shape service improvements
	I prepare and present information anticipating questions and problems	I ask staff for ideas on how to improve our service and how I can improve as a manager, listen to them and act on them
	I adapt my style to the audience and their needs, using the most appropriate communication channels	I empower staff to make decisions and changes to improve value for money, customer service and productivity
Open and Accessible	I see issues from the customer / user perspective	I am accessible to my service users, customers, staff and Members
	I monitor customer feedback and level of satisfaction with the service they receive, and use this to improve and pre-empt customer needs	I communicate and share a clear vision for the bigger picture as well as specific service areas
	I seek to build and maintain positive relationships with customers and partners	I outline what is expected of individuals and their contribution to the whole, and am consistent in my expectations
Impact	I prioritise my activities and resources to focus on those which have the most impact for residents	I design services that provide value for money and deliver our outcomes, informed by evidence
	I take responsibility for making things happen and achieving my objectives	I produce, prioritise and adapt plans to meet changing requirements
	I make decisions and clear recommendations based on my professional opinion and experience, informed by a range of information and evidence	I set interim goals to achieve notable wins on the way to larger objectives
		I deal with poor performance

These HPI values should not be changed.