

Northumberland County Council
JOB DESCRIPTION

Post Title: Senior Delivery Manager	Director/Service/Sector Finance / Information Services		Office Use
Band: 10	Workplace: County Hall		JE ref:3903 HRMS ref:
Responsible to: Lead Delivery Manager	Date: March 2021	Manager Level	
Job Purpose:			
<ul style="list-style-type: none"> • Accountable for the effective long term delivery of multiple and complex, high-risk products and services. • Resolve large or high-risk commercial management issues. Coach others in appropriate commercial management. • Lead the end-to-end delivery of multiple new digital services for the council, act as delivery manager for multi-disciplinary product teams through the product lifecycle and into continuous delivery and support. • Be a champion for agile delivery across the council, including agile software development practice and modern digital technology and practice • Take an active role in our delivery community of practice • Line-manage, coach and mentor others in the team 			
The role is similar to a delivery manager role, but senior delivery managers have more extensive experience across a range of products and services, throughout the entire product life cycle, and have greater responsibility and accountability as the main point of escalation.			
Resources	Staff	Has direct responsibility for the work of others and for the allocation of resources. This includes managing Delivery Managers, mentoring graduates, internships and apprentices	
	Finance	Negotiate, influence or directly set budgets in complex environments. These may exceed £5m. Write or input into business cases and can expertly communicate business-value propositions.	
	Physical	Maintain and operate key corporate information systems, ensuring careful use of allocated tools and equipment.	
	Clients	Interacts with and influences immediate colleagues to negotiate, persuade or convince a course of action that would otherwise have not been considered. Acts as the escalation point to resolve large or high-risk commercial management issues.	
Duties and key result areas: You will;			
Strategic			

- Play an active role in developing the delivery community of practice; work across the council and beyond to develop your team and engage others in it; work with others to champion cross-functional product delivery

Service Delivery

- Build and maintain multiple teams, ensuring they are motivated, and collaborating whilst also working transparently
- Identify obstacles and help the team to overcome them
- Manage issues, risks and dependencies by adhering to good project management practices
- Focus the team on what is most important to the delivery of products and services
- Encourage and facilitate continuous improvement of the delivery team
- Coach and mentor both team members and others to apply the most appropriate agile and lean tools and techniques
- Monitor and manage the team budget for the services you offer; these may exceed £5m.
- Lead and encourage inspection and adaption of team practices; ensure a regular cadence of retrospective; constantly work to improve the flow of work and value
- Introduce performance reporting for all services you are responsible for; define success criteria; build user-driven metrics that prove value; automate reporting wherever possible. Act on quantitative and qualitative feedback to improve everything you do.
- Take part in user research regularly for all services you lead showing empathy with all stakeholders and users. You may need to deal with the high emotional demands of conducting research with some of society's most vulnerable or deprived groups of people.
- Take an active role in the introduction of service standards at the council, using the cross-government service standards. Use them not as a barrier but as a way to get better together; undertake and receive peer reviews from other local authorities and central government
- Manage external technology and delivery partners; work to get best value from our digital, data and technology partnerships

People

- Manage performance robustly and fairly within your team
- Lead beyond hierarchy; working for the team to provide the environment to grow autonomy and self-organisation
- Clearly communicate with senior stakeholders about the progress of the team
- Effectively facilitate healthy debate around conflict or disagreement within your teams.
- Ensure clear coordination of individual and team development across area of responsibility as well delivery managers who report directly to you
- Take an active part in the local government digital community.
- Be an agile coach to others; advocate the benefits of agile delivery; build honest relationships to make sure we don't agile-wash traditional practice but are genuinely open-hearted to change.

Financial

- Plan and manage the budget for the teams you work with; ensure the lowest feasible staff cost to achieve our aims well; work to bring down technology spend; judge how to invest in experiments; constantly work to improve team productivity
- Offer technology and people savings where possible
- Take responsibility for commercial relationships, working closely with suppliers and partners to get best value from our contracts

Corporate

<ul style="list-style-type: none"> • Make sure all your work activities promote diversity, inclusion and equity of outcome • Undertake all duties with due regard to the provisions of health and safety regulations and legislation, Data Protection/GDPR, the Council's Equal Opportunities and Customer Care policies. • Perform all duties in line with Council's staff values showing commitment to improving residents' lives and opportunities, demonstrating respect and fairness, taking ownership, working towards doing things better and working together across the council. 	
Transport requirements:	Travel to other work sites, area offices or training venues throughout the County and occasionally further afield.
Working patterns:	Normal office hours but flexi-hours may apply, if colleagues provide cover. Some standby or call out arrangements may apply.
Working conditions:	Minimal exposure to working outdoors.

Northumberland County Council

PERSON SPECIFICATION

Post Title: Senior Delivery Manager	Director/Service/Sector: Finance / Information Services	Ref: 3903
Essential	Desirable	Assess by
Qualifications and Knowledge		
<ul style="list-style-type: none"> • Relevant professional qualification relating to agile delivery (e.g. Scrum, Kanban, SAFe) • Relevant professional qualification relating to Project Management (e.g. Prince 2) • Degree or equivalent • Extensive knowledge and ability to use a range of agile and lean tools and techniques. • Detailed knowledge of traditional, waterfall project delivery methods • Detailed understanding of importance of user-centred design and service design • Detailed understanding of agile governance techniques • Detailed understanding of portfolio management in a scaled agile environment 	<ul style="list-style-type: none"> • Knowledge of GDS Service Standards and their application to digital delivery in local government 	(a), (i)
Experience		
<ul style="list-style-type: none"> • Built and lead multiple multi-discipline teams in an agile environment • Planned and delivered complex products or services • Lead delivery teams through a full product lifecycle (e.g. discovery, alpha, beta, live) • Build delivery roadmaps and plans • Leading delivery of digital services in line with Government Service Standards 	<ul style="list-style-type: none"> • Coach individuals and teams in the use of agile ways of working • Build influential relationships with internal and external stakeholders 	(a), (i)
Skills and competencies		

<ul style="list-style-type: none"> • Able to optimise the delivery flow of teams, actively addressing the most complicated risks, issues and dependencies including where ownership exists outside the team or no clear ownership exists. • Able to lead a continual planning process identifying dependencies in plans across services and coordinate delivery. • Able to effectively analyse and balance priorities in intense situations to ensure effort is spent in areas that bring the most value to the user and the organisation • Able to balance service management of multiple live services whilst also iterating and developing new features • An absolute commitment to meet user need in the best, most efficient way • Use of forecasting and estimation techniques to help plan and predict delivery • Identify and compare the best processes or delivery methods to use • Can use extensive experience to recognise when something does not work and encourage a mindset of experimentation • Can adapt and reflect, be resilient and have the ability to see outside of the process • Use a blended approach depending on the context • Measure and evaluate outcomes • Able to facilitate large groups (50+) in order to help conduct discovery exercises and provide an effective environment for show and tells in order to capture feedback and direction from stakeholders. • Able to use tooling to manage product backlogs, eg JIRA, Trello, Teams planner • Help teams to manage and visualise outcomes • Can listen to the needs of technical and business stakeholders and interpret them • Can manage stakeholders' expectations and be flexible • Capable of proactive and reactive communication. You can facilitate intense and highly emotional discussions within the team or with diverse senior stakeholders • Can effectively balance cost versus value. Report on financial delivery • Monitor cost and budget; you know how and when to escalate issues 	<ul style="list-style-type: none"> • Able to coach within and outside your team. • Able to speak and represent our delivery community to large audiences inside and outside of government. • Strong people management skills 	(a), (i), (t)
Physical, mental and emotional demands		
<ul style="list-style-type: none"> • Commitment to high standards of professional performance • Generally works from a seated position with regular need to walk, bend or carry items 		(a), (i)

<ul style="list-style-type: none"> • Need to maintain high levels of intense general awareness and enhanced concentration across a multitude of projects or services running at the same time for lengthy periods. • Uses discretion in identifying and resolving complex problems and assignments • Contact with public/ clients/ partners and internal employees • Ability to work to strict deadlines, dealing with conflicting and high pressure demands, prioritising workload effectively • Independently plans own work to meet given objectives and processes • Exercises substantial personal responsibility and autonomy • Ability to support and supervise staff, resolving conflict, motivating and managing change 		
Motivation		
		(a), (i)
Other		
<ul style="list-style-type: none"> • Able to work outside of normal office hours including weekends, evenings and some early mornings. 		

Key to assessment methods; (a) application form, (i) interview, (r) references, (t) ability tests (q) personality questionnaire (g) assessed group work, (p) presentation, (o) others e.g. case studies/visit