

## ROYAL BOROUGH OF GREENWICH

### JOB DESCRIPTION

**DEPARTMENT:** Digital and Customer Services

**POSTHOLDER SECTION:** Product

**GRADE:** PO8

**POST DESIGNATION (TITLE):** Lead Delivery Manager

#### Purpose of Job:

Royal Borough of Greenwich is undertaking a period of large-scale digital transformation. We have an ambition to create brilliant, modern services for our residents; to give our staff the best tools to do their job; to be data-driven; to use modern platforms and infrastructure; and to build a significant digital team to increase our digital capability.

This role is responsible to the Head of Delivery for:

- 1) Developing and leading the delivery community across Royal Borough of Greenwich, setting delivery standards and taking responsibility for professional development of the delivery team and managing performance robustly
- 2) Directly leading the end-to-end delivery of our most complex, risky and interdependent products and services
- 3) Uphold the values of working in the open, achieving change through collaboration, and putting the user at the centre of all you do
- 4) Engage with leaders across the organisation to understand strategic business direction and product priorities, helping them transform their services through digital transformation
- 5) Matrix managing multiple teams concurrently to support the delivery of the digital strategy.
- 6) Resolve large or high-risk commercial issues. Coach others in appropriate commercial management.
- 7) Be the senior champion for agile delivery across the council, including agile software development practice and modern digital technology and practice
- 8) Line-manage, coach and mentor others in the team to help them develop successful product and project teams, deliver quality products and services, and improve ways of working.
- 9) Work closely the with Head of Delivery to co-lead the product function, building a supportive working culture, developing cross-cutting opportunities for growth and learning, and improve joint working between teams.

Manages up to 9 directly managed staff.

Manages up to 15 indirectly managed consultancy/contracting staff.

## Main Duties:

### **Strategic**

- Lead the development of 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 and service improvement delivery
- Help the organisation work to and deliver the digital strategy
- Co-lead the product function with the Head of Product and other Lead roles intentionally building inclusive working practices, effective cross-team working and opportunities for career growth
- Help drive and establish the vision and the strategic delivery roadmap working with senior stakeholders.

### **Service Delivery**

- Drive the pace of delivery across projects and programmes, owning key blockers till they are resolved and guiding other members of the delivery community to help them deliver effectively
- Establish a culture to help create a safe and supporting environment for all teams, encouraging experimentation and making failure a safe part of learning.
- Build and lead delivery management teams, ensuring they are motivated, collaborating and working well
- Identify obstacles and help teams to overcome them
- Manage issues, risks and dependencies by adhering to good delivery management practices
- Coach teams to effectively plan and forecast work to help coordinate priorities across the digital portfolio
- Focus teams on what is most important to the delivery of value in our products and services
- Encourage and facilitate continuous improvement of delivery teams
- Coach and mentor team members and others to apply the most appropriate agile and lean tools and techniques
- 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
- Define performance reporting and 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 the borough's less heard communities or groups that have been historically or systematically marginalised.
- 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

- Ensure that appropriate levels of emergency planning and business continuity management preparedness are in place for the service, and that your teams are appropriately briefed on their roles in an emergency.

## **People**

- Lead a team of up to 15 delivery managers including staff at PO6, including permanent staff, agency and partner staff.
- Manage performance robustly and fairly within your team, ensuring each team member can thrive while upholding strong standards for everyone
- Lead beyond hierarchy; working for the team to provide the environment to grow autonomy and self-organisation creating a safe and supporting environment for teams encouraging experimentation and making failure a safe part of learning
- Clearly communicate with senior stakeholders about the progress of teams, including successes, blockers and pivots
- Effectively facilitate healthy debate around conflict or disagreement within your teams, using this to promote growth, encourage diversity and to support inclusion.
- Take an active part in the local government digital community, learning from others, promoting our learning and progress, advocating for the Royal Borough of Greenwich as a great place to work and advance digital careers.
- 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.
- Responsible for undertaking employee investigations, hearings and appeals in line with the RBG policies and procedures.
- Responsible for providing mentoring opportunities to junior staff (e.g. graduates, apprentices etc.)

## **Financial**

- Monitor and manage the team budget for the services you offer; these may exceed £1m.
- Plan and manage the budget for the teams you work with; ensure the effective and efficient use of budgets to achieve our aims well; increase the visibility of our spend with project teams to help inform decisions on direction and delivery
- Take responsibility for commercial relationships, working closely with suppliers and partners to get best value from our contracts

## **Corporate**

- Undertake any other work appropriate to the level and general nature of the post's duties.
- To 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

- To 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.

Designation of the Post to which the Post-Holder normally reports to: Head of Product

## Person Specification

<b>Job Title</b>	Lead Delivery Manager
<b>Grade</b>	PO8
<b>Service/Section</b>	Digital and Customer Services
<b>Directorate</b>	Finance and Legal

**Shortlisting Criteria:** Essential criteria assessed via application form should be used to shortlist.

<b>Criteria</b>
<b>Knowledge</b>
<u>Essential</u> <ul style="list-style-type: none"> <li>• Deep understanding of agile delivery principles, practices and methods and relevance to different contexts and projects</li> <li>• Understanding of the history of delivery management</li> <li>• Knowledge of modern technology, including cloud technology, architecture, product methodology and software practices</li> <li>• An understanding of and commitment to user-centred design and service design principles</li> <li>• Detailed understanding of agile governance techniques</li> <li>• Agile delivery practices, frameworks and principles including: how to build successful teams, create and iterate delivery plans aligned to product roadmaps, set objectives, define measurable outcomes and metrics, understand team velocity.</li> </ul> <u>Desirable</u> <ul style="list-style-type: none"> <li>• Knowledge of the cross-government DDAT framework</li> <li>• Change methodologies, principles and techniques</li> <li>• Detailed understanding of portfolio management in a scaled agile environment</li> </ul>
<b>Skills and Abilities</b>

## Essential

- Strong influencing skills, with the ability to persuade and negotiate with senior stakeholders up to Director level, including communicating methodologies and projects to a diverse, non-expert audience who may be sceptical of a user-first or agile approach.
- An absolute commitment to meet user need and realise value in the best, most efficient way
- Ability to listen to the needs of teams and stakeholders to help them problem solve, evolve their working practices, align expectations and deliver against agreed outcomes
- Ability to build close working relationships with Product and Design peers, including those working in waterfall methodologies.
- Ability to lead multidisciplinary product teams, including across service lines where digital does not have the lead on products and services
- Ability to describe the benefits of agile delivery practices across the organisation
- Ability to flex delivery approaches depending on context and the maturity of teams
- Data and evidence-driven decision making, including helping teams to manage and visualise outcomes
- Coaching and mentoring skills, including having difficult conversations to support improvement or challenge behaviour
- Independently plans own work to meet given objectives and processes and exercises substantial personal responsibility and autonomy
- Able to design workshops and facilitate large groups in order to capture feedback and direction from stakeholders
- Monitor and report on cost and budget versus value; you know how and when to escalate issues
- Able to lead a continual planning process identifying dependencies in plans across services and coordinate delivery, and effectively balance priorities to bring the most value to the user and the organisation
- Use of forecasting and estimation techniques to help plan and predict delivery, including measurement and evaluation of outcomes
- Identify and compare the best processes or delivery methods to use, including a blended or adaptive approach depending on the context

- Recognise when something does not work and role model and encourage a mindset of experimentation and adaptation

### Desirable

- Passionate about tech for good and with a proven desire to work in an public service organisation solving complex problems.
- Passionate about building diverse teams and communities
- Commitment to sharing your knowledge, having mentored and coached others. Embrace the value that comes from working in the open and sharing with other organisations.

## **Experience**

### Essential

- Successful track record of leading multidisciplinary teams to deliver digital products using agile methodology in a large and complex organisation, including leading multiple teams concurrently
- Significant experience in understanding and balancing stakeholder, organisational, and technical needs and knowing how to balance these when setting delivery plans and roadmaps.
- Successful track record in building influential relationships with internal and external stakeholders
- Coach individuals and teams in the use of agile ways of working
- Lead delivery teams through a product lifecycle akin to discovery, alpha, beta, live
- Build delivery roadmaps and plans
- Leading delivery of digital services inspired by Government Service Standards

### Desirable

- Experience persuading organisations which have not yet embraced digital ways of working to adopt agile ways of working and thinking
- Experience working in digital in the public sector
- Experience taking an active part in the public sector digital community

## **Equal Opportunities**

- Understanding of and commitment to the Council's equal opportunities policies and ability to put into practice in the context of this post.
- Understanding of and commitment to achieving the Council's staff values and ability to put into practice in the context of this post.