

LONDON BOROUGH OF LEWISHAM

JOB DESCRIPTION

Designation:	Delivery Manager	Grade:	PO6
Reports to (Designation):	IT Programme Manager	Grade:	PO8
Directorate:	Corporate Resources	Section:	IT & Digital Services

Main Purpose of the job:

Lead the end-to-end delivery of new digital products for the council; act as delivery manager for multi-disciplinary product teams through the product lifecycle and into continuous delivery and support. Act as an ambassador and champion for agile delivery across the council, including agile software development practice and modern digital technology and practice, and coach people across the organization.

Provide strategic advice and support to the Head of Digital Product and Development, on aligning the team Product, Software Development and Design functions and delivery methods.

As Delivery Manager, you will:

- Take an active role in the council's shift to agile ways of working; role model the best of agile delivery wherever appropriate across the council; describe the benefits of agile; continuously coach across the organisation.
- Deliver large, complex digital services by being the delivery manager for several multidisciplinary product teams. Take responsibility for agile practice in a team; coach other members; remove blockers; support delivery of a backlog of work in line with staff and resident needs.
- Lead the delivery of backlogs of work from inception to first delivery and beyond; from scratch, build an evidenced backlog in line with user need; plan for releasable value cycles and milestones; judge when to move between product phases, seeking judgement from others too; plan and deliver product features in line with business need and operational considerations as well as user need
- Monitor and manage the team budget for the services you offer.
- Lead team ceremonies across your and other teams, in line with good agile practice. Lead inspection of team practice; ensure a regular cadence of retrospective; review other teams' work and help them improve; constantly work to optimise flow
- Coach your and other teams to improve their ways of working, to get more productive and effective. Encourage open conversation.
- 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
- Manage external technology and delivery partners; be responsible for negotiation of contracts, including changes; work to get best value from our digital, data and technology partnerships
- Be the main escalation point for areas of conflict or disagreement within your teams; reach negotiation where people want different things; know where to compromise; ensure the team works as a single unit

Skills needed for this role:

- **Agile and Lean practices:** You can coach and lead teams in Agile and Lean practices act as a recognised expert and advocate for the approaches, continuously reflecting and challenging the team create or tailor new ways of working, and constantly innovate (Relevant skill level: expert)

- **Commercial management:** You can take responsibility for complex relationships with contracted suppliers identify appropriate contractual frameworks and identify appropriate suppliers negotiate with contracted suppliers get good value out of contracts and suppliers (Relevant skill level: practitioner)
- **Communicating between the technical and non-technical:** You can mediate between people and mend relationships, communicating with stakeholders at all levels manage stakeholder expectations and moderate discussions about high risk and complexity, even within constrained timescales speak on behalf of and represent the community to large audiences inside and outside of government (Relevant skill level: expert)
- **Financial management:** You can negotiate, influence or set budgets in complex environments write or input into business cases and can communicate business-value propositions (Relevant skill level: practitioner)
- **Life cycle perspective:** You can apply experience in multiple parts of the product life cycle recognise when it is right to move forward and when it is right to stop recognise the appropriate deliverables and the right people to meet them work with other Agile delivery operations throughout the product life cycle plan and engage with the appropriate stakeholders at a particular stage in the project (Skill level: practitioner)
- **Maintaining delivery momentum:** You can optimise the delivery flow of teams actively address the most complicated risks, issues and dependencies including where ownership exists outside the team or no clear ownership exists; identify innovative ways to unblock issues (Skill Level: expert)
- **Making a process work:** You can identify and challenge organisational processes of increasing complexity and those processes that are unnecessarily complicated. Add value and coach the organisation to inspect and adapt processes; guide teams through the implementation of a new process (Skill Level: expert)
- **Planning:** You can lead a continual planning process in a very complex environment plan beyond product delivery identify dependencies in plans across services and co-ordinate delivery coaching other teams as the central point of expertise (Skill Level: expert)
- **Team dynamics and collaboration:** You can identify problems or issues in the team dynamic and rectify them; identify issues through Agile 'health checks' with the team, and help to stimulate the right responses. Engage in varying types of feedback, choosing the right type at the appropriate time and ensuring the decision supports the team and ultimately accelerates the team development cycle (Skill Level: practitioner)

Responsibilities aligned to the Central Digital and Data Office, Cabinet Office, skills and experience criteria.

Additionally:

- Comply with our legal responsibilities under the General Data Protection Regulation (GDPR), Freedom of Information Act, Environmental Information Regulations and the Privacy and Electronic Regulations and Information Security Standards.
- Carry out the Council's environmental policy within the day to day activities of the post
- Deputise for the Project Manager as required and undertake any other duties commensurate with the general level of responsibility of this post.

Internal contacts:

Members, Executive Directors, Directors, Service Group Managers and other staff across the Council as appropriate

External contacts:

3rd party suppliers currently working with Lewisham, other IT suppliers, Government departments, other Public Sector organisations

PERSON SPECIFICATION

JOB TITLE: Delivery Manager
POST NO:

DIRECTORATE: Corporate Resources

GRADE: PO6

Note to Candidates

The Person Specification is a picture of the skills, knowledge and experience needed to carry out the job. It has been used to draw up the advert and will also be used in the shortlisting and interview process for this post.

Those categories marked 'S' will be used especially for the purpose of shortlisting.

If you are a disabled person, but are unable to meet some of the job requirements specifically because of your disability, please address this in your application. If you meet all the other criteria you will be shortlisted and we will explore jointly with you if there are ways in which the job can be changed to enable you to meet the requirements.

NOTICE FOR THE MANAGER

You do not have to use all of the categories; they are included to provide guidance to you. However, it should be noted that under normal circumstances. It is usually only knowledge, experience and an awareness of Equal Opportunities issues which can be measured from the Application Form.

CATEGORY	ESSENTIAL REQUIREMENTS 'S'
<p><u>Equal Opportunities</u></p> <p>To demonstrate commitment to the principles of equality and diversity in employment and service delivery.</p>	<p>S</p>
<p><u>Knowledge and Experience</u></p> <p>Essential</p> <ul style="list-style-type: none"> ● Knowledge of and ability to use a range of Agile and Lean tools and techniques S ● Deep understanding of agile delivery principles, practices and methods S ● Deep understanding of the history of agile delivery and the benefits against waterfall delivery S ● A deep understanding of user-centred design and service design S ● Understanding of financial management S ● Understanding of agile governance techniques S ● Experience as a senior delivery professional in an agile environment S ● Experience coaching others in the use of agile ways of working S ● Experience building delivery roadmaps and plans S ● Experience leading large, complex delivery teams in an agile environment S ● Experience of making difficult decisions through the analysis of relevant information and risk assessment. <p>Desirable</p>	

<ul style="list-style-type: none"> ● Knowledge of modern technology, including cloud technology, architecture, agile delivery methods and software practices ● Knowledge of the cross-government DDAT framework ● Knowledge of the cross-government Digital Marketplace and government procurement methodologies ● Experience of budget management ● Experience taking part in procurement exercises ● Experience building influential relationships with internal and external users, suppliers, and partners at senior management level. ● Experience line managing others 	
<p><u>Qualifications</u></p> <p>Educated to degree level or equivalent, with evidence of continuous professional or managerial development</p> <p>Certified Scrum Master (CSM) – Desirable.</p>	
<p>Skills and Abilities</p> <p>Essential</p> <ul style="list-style-type: none"> ● Able to persuade and negotiate with stakeholders of all levels, and lead the communication of the team’s remit, priorities and budget. ● Strong people management skills, with the ability to create a positive working environment in which equality and diversity are embedded in every aspect of the team’s work and output, dignity at work is upheld and staff are empowered and motivated to achieve good outcomes. ● Ability to explain complex ideas simply to audiences ● Ability to listen actively, even when you disagree with someone, making every effort to empathise with their viewpoint ● A passion for building diverse teams and communities ● Able to coach within and outside your team. ● Able to represent and be an advocate for Agile tools and techniques ● Able to establish strong feedback loops with internal and external users, taking part in data gathering and user research ● Ability to manage budgets <p>Able to successfully lead teams through the full product lifecycle. Able to identify which tools and techniques should be used at each stage, develop sustainable support models and deal with potential risks across or between all phases of the lifecycle.</p> <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 in a complex environment. Able to plan beyond product delivery. Able to identify dependencies in plans across services and coordinate delivery. ● An absolute commitment to meet user need in the best, most efficient way 	<p style="text-align: center;">S</p> <p style="text-align: center;">S</p>

<p>Desirable</p> <ul style="list-style-type: none"> ● Able to speak and represent our delivery community to large audiences inside and outside of government. ● Able to build requirement documents for tendering exercises ● Able to have hard conversations with suppliers, negotiating to make sure the council gets the best possible value 	
<p>Personal Qualities</p> <p>Resilient and positive attitude</p> <p>A strong and motivated leader with energy and credibility who commands the confidence of Senior managers, employees, partners and stakeholders.</p> <p>Able to motivate teams to deliver consistent results, meet objectives and deliver new ways of working.</p> <p>Assertive and leads by example, achieve successful outcomes and able to act firmly and decisively.</p> <p>Customer focused</p> <p>Able to act corporately and collaboratively.</p> <p>Inclusive and supportive team player.</p> <p>A strong commitment to probity, honesty and openness, treating people consistently, fairly and with respect.</p>	
<p><u>Circumstances</u></p> <p>Able to attend meetings in the evening and, on occasions, work outside and beyond the normal office hours to ensure deadlines and business objectives are achieved</p>	
<p><u>Physical</u> If you are a disabled person, but are unable to meet some of the job requirements specifically because of your disability, please address this in your application. If you meet all the other criteria you will be shortlisted and we will explore jointly with you if there are ways in which the job can be changed to enable you to meet requirements.</p>	