

## JOB DESCRIPTION

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| <b>Job Title</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Inspiring Innovation Programme Lead      |                        |  |
| <b>Directorate</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Strategy, Performance and Communications |                        |  |
| <b>Reporting to</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Inspiring Innovation Programme Director  |                        |  |
| <b>Grade</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 6                                        |                        |  |
| <b>Evaluation ref:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | RP319                                    | <b>Job Family ref:</b> |  |
| <b>Role Purpose</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                          |                        |  |
| <p>The Inspiring Innovation Programme Lead is a senior leadership role with accountability for the successful delivery, coherence and impact of the Council's Inspiring Innovation Programme. It plays a critical role in building organisational confidence in the programme by maintaining predictable delivery, clear prioritisation and disciplined escalation.</p> <p>The postholder owns programme-level delivery confidence, benefits realisation and sequencing decisions, ensuring transformation activity delivers measurable outcomes aligned to Council priorities, financial strategy, organisational capacity and agreed investment governance.</p> <p>Operating with significant autonomy, the Programme Lead provides strategic leadership across the life of the programme, making programme-level decisions, directing enabling resources, and escalating to Executive Leadership Team and Corporate governance where strategic trade-offs, reprioritisation or investment decisions are required.</p>                                                                          |                                          |                        |  |
| <b>Accountabilities</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                          |                        |  |
| <p><b>1. Programme Leadership, Delivery and Accountability</b></p> <p><b>Accountable for overall programme delivery and outcomes.</b></p> <p>Maintains a clear line of sight on key milestones, dependencies and delivery pressures to support timely intervention and informed senior decision-making.</p> <p>Has end-to-end accountability for the delivery, coherence and impact of the Inspiring Innovation Programme.</p> <p>Sets programme priorities, delivery expectations and sequencing decisions, ensuring delivery is realistic, affordable and aligned to corporate objectives.</p> <p>Takes corrective action where delivery is at risk, including re-prioritisation, redeployment of resources or escalation of significant risks to corporate governance.</p> <p><b>2. Governance, Decision-Making and Escalation Authority</b></p> <p><b>Accountable for enabling effective governance and well-informed decision-making</b></p> <p>Defines and operates programme-level decision-making frameworks, including delegation, escalation thresholds and assurance expectations.</p> |                                          |                        |  |

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Provides senior oversight of the Programme Office to ensure consistent programme control, assurance, reporting and adherence to agreed governance and delivery standards.

Exercises decision-making authority at programme level, determining when issues can be resolved within the programme and when they must be escalated to ELT, Transformation Board or Corporate governance.

Identifies cross-programme risks and patterns and escalates them at the appropriate level.

Exercises professional judgement within agreed corporate, financial and political frameworks.

Works closely with the Programme Director, S151 Officer and provides senior oversight of the Programme Office to ensure consistent programme control, assurance and reporting.

### **3. Leadership of Thematic Delivery**

#### **Accountable for coherence and integration across transformation themes**

Provides senior leadership to Thematic Leads, holding them to account for delivery, benefits and risk management through formal performance and governance mechanisms.

Challenges and commissions remedial action where thematic delivery is not on track, escalating where programme-level decisions or trade-offs are required.

Ensures thematic plans are realistic, connected and aligned to programme priorities.

Enables early identification and resolution of issues that cut across themes or services.

Intervenes where thematic delivery is at risk, escalating where programme-level trade-offs or decisions are required.

### **4. Benefits, Performance & Delivery Assurance**

#### **Accountable for programme-level visibility, assurance and consistency**

Owns programme-level benefits realisation, ensuring agreed financial and non-financial benefits are tracked, realised and sustained, and that under-performance is actively addressed.

Ensures consistent, proportionate and timely highlight reporting aligned to governance expectations.

Maintains visibility of delivery progress, risks and benefits to support assurance and learning.

Supports transition of delivered initiatives into business-as-usual arrangements.

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### **5. Functional Coordination & Organisational Alignment**

#### **Accountable for mobilising enabling support and removing systemic constraints**

Directs and deploys enabling resources (Finance, HR/OD, Digital, Procurement, Risk and Performance) at programme level to remove delivery constraints.

Makes programme-level decisions on prioritisation and capacity allocation within agreed corporate frameworks.

Acts as the senior programme link between enabling services and thematic delivery.

Builds strong, trusted relationships to resolve cross-council delivery issues.

Resolves competing priorities through coordination where possible, escalating where corporate trade-offs or reprioritisation are required.

### **6. Communication, Engagement & Leadership Behaviours**

#### **Accountable for programme tone, clarity and delivery environment**

Communicates programme progress, risks and priorities clearly across the organisation.

Models calm, consistent and transparent leadership that supports a stable delivery environment.

Promotes a learning culture that encourages early escalation, collaboration and shared problem-solving.

### **7. Financial Stewardship (Programme Level)**

#### **Accountable for pacing, sequencing and governance of transformation investment**

Ensures programme pace and sequencing appropriately reflect organisational capacity, protecting core services while enabling sustained transformation delivery.

Accountable for the governance, prioritisation and sequencing of c. £52.118m transformation investment, ensuring value for money, affordability and alignment with the Medium Term Financial Strategy.

Ensures transformation activity is appropriately prioritised, sequenced and governed in line with the Medium-Term Financial Strategy.

Maintains visibility of financial risks and assumptions to support senior decision-making.

## JOB DESCRIPTION

| Knowledge / Experience / Skills / Qualifications                                                                                                                                                                              |           |           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------|
|                                                                                                                                                                                                                               | Essential | Desirable |
| <b>Knowledge</b>                                                                                                                                                                                                              |           |           |
| Strong understanding of programme delivery, risk management, governance and cross-organisational coordination.                                                                                                                | X         |           |
| Knowledge of risk, governance, benefits tracking and continuous improvement approaches.                                                                                                                                       | X         |           |
| Awareness of transformation principles, change management and organisational dynamics in complex public-sector environments.                                                                                                  | X         |           |
| <b>Experience</b>                                                                                                                                                                                                             |           |           |
| Significant experience leading complex change or transformation programmes in a large, multi-stakeholder environment.                                                                                                         | X         |           |
| Managing interdependencies, risks, schedules and delivery planning across complex portfolios.                                                                                                                                 | X         |           |
| Proven ability to coordinate delivery across directorates and professional disciplines.                                                                                                                                       | X         |           |
| Experience driving clarity, cadence and coherence in demanding programme environments.                                                                                                                                        | X         |           |
| Experience of exercising senior programme-level judgement, including escalation to executive or corporate governance.                                                                                                         | X         |           |
| Experience influencing at Executive and Corporate Board level in complex organisations.                                                                                                                                       |           | X         |
| <b>Qualifications / Registrations / Certifications</b>                                                                                                                                                                        |           |           |
| Degree-level education or equivalent experience. Relevant professional qualifications in project or programme management (e.g., Agile, PRINCE2, MSP) are essential                                                            | X         |           |
| Additional specialist training or qualifications in change management, leadership, or digital transformation.                                                                                                                 |           | X         |
| <b>Skills</b>                                                                                                                                                                                                                 |           |           |
| Exceptional communication, and stakeholder engagement skills. Ability to influence at senior levels, manage complex programmes, and drive continuous improvement. Analytical thinking, problem-solving, and digital literacy. | X         |           |

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| Ability to maintain programme discipline and predictability while navigating ambiguity.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | X |  |
| Ability to build trusted relationships and hold others to account.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | X |  |
| Skilled in delivery coordination, risk management, problem-solving and prioritisation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | X |  |
| Ability to exercise sound financial and investment judgement within complex programme environments.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | X |  |
| <b>Working Conditions</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |   |  |
| The role is based on a hybrid working model, with flexibility for remote working, and a clear expectation of regular attendance at council offices and locations across Somerset to enable effective collaboration, partnership working and participation in board and governance forums.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |   |  |
| <b>Dimensions of the role</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |   |  |
| <p><b>Influence:</b> Organisation-wide remit, operates across all directorates, coordinating delivery with Executive Directors, Thematic Leads and enabling services.</p> <p><b>Cross-Council Reach:</b> Integrates work across multiple service areas, ensuring whole-system alignment.</p> <p><b>Staff Management:</b> Offers guidance and strategic leadership for programme and thematic delivery resources by using both matrix management and professional oversight. This applies to project and programme resources throughout the council's transformation portfolio.</p> <p><b>Governance Contribution:</b> Supports and strengthens decision-making through high-quality insight and disciplined escalation.</p> <p><b>Functional Coordination:</b> Mobilises and connects enabling services to resolve system-wide delivery constraints.</p> <p><b>Senior leadership authority:</b> to make programme-level decisions on prioritisation, sequencing, risk acceptance and intervention actions. Operates with autonomy within agreed political, financial and legal frameworks, escalating strategic trade-offs and corporate risks to ELT and Corporate governance as required. Regularly operates at Executive Leadership Team and Corporate Board level, shaping strategic transformation decisions and investment choices.</p> <p><b>Leadership Scope:</b> Provides organisation-wide senior leadership through formal programme authority, with responsibility for directing and holding to account senior thematic leads and professional resources through matrix management.</p> |   |  |

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### Working Arrangements

Somerset Council's Dynamic Working Strategy will be applied to this position.

### Corporate Accountabilities

- Provide clear leadership to deliver the Council's strategic priorities and meet the Council's financial targets, as a member of the Directorates Senior Leadership Team.
- Update and advise Elected Members in respect of operational and policy issues in relation to the Inspiring Innovation Programme.
- Lead the high-quality Inspiring Innovation Programme with a clear identity in terms of flexible and responsive ways of working, inclusive and diverse culture, and high level of employee engagement and wellbeing.
- Undertake representational and communication duties on behalf of the Council to promote and protect the Council's interests in matters concerning their specialist areas.
- Function as an ambassador for the Council promoting, both internally and externally, the Council's vision, strategic aims, and values.
- Value the diversity of Somerset's communities ensuring equality of access and treatment in service delivery and employment.
- Function as a role model for Somerset's vision and values. Promotes a culture of continuous improvement that encourages creativity and innovation to ensure services are efficient and develop the potential and flexibility across the Council and its workforce including the motivation and development of employees within the Inspiring Innovation Programme.
- Ensure that all service place a high value on customer responsiveness by demonstrating a commitment to meeting and involving the broadest range of direct and indirect service users, citizens, customer, and communities.
- Support the delivery of the Council's key strategic aims and objectives ensuring understanding and commitment from staff from across the high-quality housing services.
- Keep abreast of specific statutory or regulatory duties contained within the role to ensure any challenges and opportunities in the delivery of services are responsive, compliant, and well communicated to customers, communities, and business as appropriate.
- Support Corporate and Directorate specific transformational change programmes with the aim of maximising efficiency, modernising services, and achieving better outcomes and opportunities for service users and customers.

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- Ensure flexibility in reacting to the needs of the Council, its' customers and partners supporting a culture of continuous improvement.
- Ensure compliance with all relevant legislation, the Council's standards of conduct, organisational policy, and professional codes of conduct to uphold standards of best practise.
- Accountable for compliance with all relevant health and safety legislation and Somerset Council H&S policies.

Date: 22/05/2026