

## **Job Description: Programme Manager – One Public Estate**

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**Reports to:** **Programme Director – One Public Estate**  
Also: Director General, Office of Government Property (OGP), and  
Director General, MHCLG

**Directorate/Team:** **Workforce, Leadership and Productivity / Leadership & Productivity**

**Grade:** **Grade 7**

### **Background:**

One Public Estate (OPE) launched as a partnership between the LGA and the Cabinet Office in 2013, with 12 pilot areas. The national programme now works with 327 English councils in 78 partnerships, delivering land and property projects across the public sector that are transforming local communities and public services.

In 2017 OPE expanded its partnership to include the Ministry for Housing, Communities and Local Government (MHCLG), with OPE delivering the Local Authority Land Release Fund (LRF), a fund which supports councils in the delivery of new homes on their land. In 2018/19 MHCLG also provided £15m of funding for OPE Phase 7, which had a particular focus on housing outputs. Together, OPE and LRF create a wider support package to unlock more surplus public land and property to support housing delivery.

As well as administering a large programme comprised of several funding rounds, OPE is actively developing its approach and planning for future funding phases.

### **Job Purpose:**

In conjunction with the LGA Programme Director, to programme manage and deliver the One Public Estate Programme on behalf of the LGA and in conjunction with OGP. To deputise for the LGA Programme Director. As a member of the programme's SLT and in conjunction with the Head of PMO to drive the programme. To be a central point of contact and promotion for OPE on behalf of the LGA, and to line manage the LGA's PMO team of Advisors and Programme Support Office.

To coordinate and allocate LGA resources and to contribute to the allocation and co-ordination of resources across the programme, within the matrix environment of this LGA and OGP partnership programme. To work in conjunction with OGP to ensure there is a structured and resourced programme plan, effective programme monitoring, analysis and reporting; and that the evidence to demonstrate success is captured. To adopt and promote a continuous improvement approach.

## **Core Accountabilities:**

1. To work with the Office of Government Property (OGP) in Cabinet Office to develop and implement the One Public Estate Programme. To support the OPE Programme Executive Group ('The Board') with shared responsibility for programme management: business planning and delivery; risk management; performance management; communications and workforce planning arrangements.
2. In conjunction with Cabinet Office counterparts, to develop, and keep updated, a structured programme and resource plan for the programme.
3. In conjunction with Cabinet Office counterparts, to plan, prepare and manage the programme reporting, for The Board and other stakeholders.
4. To drive and challenge internal and external stakeholders to ensure needs and opportunities are being met by the programme in an effective and appropriate way.
5. To establish an OPE-specific culture across the joint team, that reflects both LGA and OGP environments, in conjunction with Cabinet Office counterparts.
6. To maintain and co-ordinate the LGA resources and inputs that contribute to the programme, and alongside Cabinet Office counterparts to promote a Continuous Improvement ethos across the programme.
7. To provide specific intelligence, advice and experience from the local authority sector into the OPE programme.
8. To embed OPE in LGA's portfolio of activity to support the local government sector, and to exploit opportunities from linking with other LGA activity where this benefits OPE and the LGA.
9. To develop strategic networks and partnerships that are of value to the partner organisations, and work to maintain a positive reputation of each partner across local authorities, central government, partners and stakeholders.
10. To embed the ethos and principles of collaborative, cross sector working across public sector stakeholders in the programme, and to encourage such stakeholders to develop sustainable practices such as reinvestment of financial benefits realised from OPE activity.
11. As a member of the OPE SLT to retain a national overview of the programme, ensuring a consistency of programme activity and practice across the 5 OPE regions. To ensure communications and best practice are shared within and across regions.
12. As a member of the OPE programme's SLT to contribute to the development of the future strategy for the OPE programme, including engagement with government departments and wider public sector colleagues.
13. To ensure issues, experience and knowledge from OPE Partnerships is utilised to inform programme delivery and future strategy, and that the OPE programme continues to function as a test-bed for piloting innovative approaches to respond to policy needs across central and local government.
14. To deputise for the Programme Director.

15. To provide support, and substitute, on occasion, for the LGA Regional Programme Managers.
16. To undertake any other duties and responsibilities appropriate to the post.

**Specific Accountabilities:**

1. To work with the Programme Director, OGP, and other stakeholders to develop, communicate and keep up to date the Programme Scope, Plan, Schedule, Resource Plan, and other programme plans for the One Public Estate Programme.
2. To manage and monitor the progress of the programme and demonstrate the achievement of objectives.
3. To prepare reports, policy papers and briefings for The Board's governance meetings including on sensitive and complex issues relating to the Board's position on policy issues; direct and contribute to external briefings, publicity and marketing materials on behalf of the Board and for Ministers. plan and collect the information necessary.
4. To manage the Cabinet Office contract on behalf of the LGA, to include managing the LGA's expenditure and income on the OPE programme. To ensure effective use of resources and maintain financial control.
5. To support the LGA programme director to provide OPE reports and briefings to LGA's elected members and senior leaders.
6. Identify the critical success factors and to prepare plan and collect the evidence to demonstrate the achievement of programme objectives.
7. Develop and maintain close working relationships with the Cabinet Office OGP, local authorities, central government departments and the wider public sector to understand priorities and needs in relation to the One Public Estate Programme.
8. Work collaboratively with regional and national colleagues to share progress, findings and identified good practice systematically across local and central government as well as the wider public sector.
9. Deliver programme risk and issue management, resolution and escalation processes to ensure successful outcomes for local authorities.
10. To be the principal point of contact for members, senior government officials, Ministers, Parliamentarians and other interested parties at national level. Act as "Account Manager" for councils on the One Public Estate Programme by providing drive and support building relationships with relevant central government stakeholders to ensure successful delivery of key projects.
11. To develop and maintain a communications strategy. To maintain awareness of presentational and media opportunities and manage risks in this area of responsibility, and work with Group Communications professionals and Board members to shape presentational strategies, and project Board and sector positions in media and public.

12. Commission reports, research and other external work, and represent OPE at regional and national events, including conferences, seminars and sounding boards of national improvement projects, to promote cross public sector asset management.
13. Create an environment that treats people with respect and enables them to develop and realise their potential.
14. Model the LGA and the Cabinet Office OGP values and work in accordance with health and safety, equal opportunities and environmental policies.

### **Relevant Contacts:**

#### **Local Authorities**

Elected members  
Chief Executives  
Directors of Property and Service Heads  
Senior Officers

#### **LGA**

Lead Member/Officer peers  
Political Group Offices  
Senior Management Team

#### **Government**

Ministers of State  
Cabinet Office & MHCLG Officials  
Office of Government Property Officials  
Officials from other Government departments including property leads

#### **Others**

Members and Officials from Combined Authorities. LEPs, and City Deal partnerships  
Private sector specialists and investors  
Consultants, other specialist advisers

## Person Specification: Programme Manager – OPE

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| <b>Qualifications</b>           | <ul style="list-style-type: none"> <li>• Degree or equivalent</li> </ul>   |
| <b>Knowledge and experience</b> | <ul style="list-style-type: none"> <li>• Thorough understanding of the political and corporate structures of local government</li> <li>• Solid awareness of the political and operational structures of central government.</li> <li>• Understanding of the key issues, priorities and pressures affecting local government with a particular emphasis on land, property and housing issues.</li> <li>• Significant demonstrable experience in a political environment in local government and land and property management</li> <li>• Demonstrable successful experience of leading complex, national, projects/programmes particularly in local government, and ideally in asset management</li> <li>• Experience of line management including managing a multi-disciplinary and dispersed team</li> <li>• Experience of producing presentations, reports, and briefings</li> <li>• Experience of working with senior officers and members to deliver support to local authorities.</li> </ul>   |
| <b>Skills &amp; abilities</b>   | <ul style="list-style-type: none"> <li>• Political sensitivity, and the ability to exercise appropriate discretion and judgment on issues of significance and importance, and when dealing with politicians and officials</li> <li>• Integrity and credibility with politicians, senior managers, key stakeholders and staff</li> <li>• Ability to lead and motivate others</li> <li>• Commitment to create an environment of trust, fairness and openness</li> <li>• Excellent organisational skills and the ability to deliver under pressure, prioritising work against competing demands to meet deadlines</li> <li>• Ability to identify network and partnership opportunities and develop into effective fora</li> <li>• Strong influencing, negotiating and relation-building skills; confident and resilient with excellent people skills</li> <li>• Excellent written and oral communication skills, with ability to present complex ideas in a clear and comprehensible way</li> <li>• Good financial and resource management skills.</li> <li>• Able to identify and manage risk at a programme level</li> <li>• Advanced computer skills, including Word, Outlook, Powerpoint and Excel and the ability to produce high quality documents and reports.</li> <li>• Strong team player able to build alliances and lead from within</li> <li>• Commitment to personal and professional development.</li> </ul> |