

## Job description

<b>Job title:</b>	<b>Best Start in Life (BSiL) Programme Manager</b>		
<b>Directorate:</b>	<b>People</b>	<b>Salary:</b>	<b>£54,495 - £59,999 plus £729 London Weighting</b>
<b>Section:</b>	<b>Early Help/Education and Learning</b>	<b>Grade:</b>	<b>BG-D SCP 43 - 48</b>
<b>Location:</b>	<b>Rowans Family Hub</b>	<b>Work style:</b>	<b>Flexible</b>

### Key objectives of the role

- Provide strategic leadership to deliver the Best Start in Life programme, driving improved outcomes for children and families from pregnancy through to school age.
- Lead and coordinate a whole-system, integrated approach across Early Help, Early Years, Education, Health and Social Care, ensuring effective partnership working and local implementation of national reforms.
- Drive and lead the transformation of planning, commissioning and service delivery to ensure families experience seamless, accessible and high-quality support during the early years.
- Champion prevention, inclusion and a strong partnership approach, ensuring services are targeted effectively, co-ordinated across agencies and deliver measurable improvements in outcomes for babies, children and families.

### Designation of post and position within departmental structure

This post sits within the People Directorate, within the Early Help Service. The role will be line-managed by the Head of Early Help, with a dotted-line relationship to the Head of Early Years.

### Daily and monthly responsibilities

- Lead delivery of the Best Start in Life programme, ensuring alignment with Council priorities, statutory duties and Family Hubs & Healthy Babies guidance (Apr 2026–Mar 2029).
- Work in partnership with the BSiL programme lead to drive the Best Start in Life Steering Group, ensuring clear strategic direction, sustained delivery and robust accountability for the Bracknell Forest Best Start in Life plan (pregnancy to school age), while exercising professional judgement to prioritise activity, resolve complex issues and escalate risks through agreed governance arrangements.

- Broker and lead system-wide integration across partners, including education, health, social care and the VCSE sector, driving the alignment of pathways, practice and commissioning arrangements to embed Family First and SEND reforms within the Best Start in Life programme, reducing fragmentation and delivering a more seamless, high-quality experience and improved outcomes for families.
- Lead the strategic procurement and commissioning required to deliver the Best Start in Life programme, exercising high-level professional judgement to develop specifications, shape system-wide options and make recommendations, progressing decisions through governance and procurement routes to secure integrated, preventative and outcomes-focused services aligned to council and partnership priorities.
- Lead effective strategic partnerships with Public Health, working alongside the Public Health Best Start in Life Strategic Lead to align and integrate services, ensuring delivery is underpinned by shared data, intelligence and outcomes, and drives improved system performance and impact for children and families.
- Work in partnership with Families First leads to co-develop and implement a shared outcomes framework for Bracknell Forest, ensuring strong alignment with Families First, SEND reforms and national expectations, while leading the Best Start in Life component of delivery. This includes exercising professional judgement to design and embed robust systems and processes for monitoring, tracking and reporting outcomes, and using data and insight to inform decision-making, challenge performance and drive continuous system improvement.
- Lead the transition from co-location to fully integrated working within Family Hubs, aligning pathways, practice and governance to ensure families receive seamless, joined-up support, and driving the development of a hub-and-spoke community model that is inclusive, accessible and responsive to local need.
- Lead the development and implementation of programme-wide operational policies, procedures and practice guidance, ensuring consistency and quality across the system, and driving workforce development through training and support to embed best practice and deliver improved outcomes.
- Provide timely, high-quality progress updates and performance reports through established governance arrangements, ensuring clear oversight of delivery, effective risk management and informed decision-making at senior and partnership levels.
- Provide clear, concise and high-quality programme reporting through agreed governance routes and to the Department for Education as required, covering progress, risks, issues, dependencies and performance against agreed measures, and presenting well-evidenced recommendations to support robust decision-making by senior leaders and partners.

## Scope of role

- The Programme Manager leads the delivery of the Best Start in Life programme across Bracknell Forest, operating at a system-wide level across council services, health partners, the voluntary and community sector and wider stakeholders. The role spans Early Help, Early Years, Education, Health and Social Care, ensuring coordinated delivery and integration so national reforms are effectively embedded locally and aligned to statutory requirements and council priorities, with a direct impact on outcomes for infants, children and families.
- Working at a strategic level, the Programme Manager is responsible for maintaining robust programme governance and delivery plans, proactively managing interdependencies, risks and key decision points. The postholder provides assurance and high-quality reporting through established governance arrangements and to the Department for Education as required, and exercises significant influence over service

design, commissioning and delivery models. The role holds accountability for driving performance and outcomes across the programme, including oversight of commissioned services and transformational activity within Family Hubs and community-based provision, with a direct impact on service quality, accessibility and effectiveness for local residents.

- The Programme Manager operates without direct budget management but has significant influence over resource allocation through the development of business cases, service specifications and investment recommendations. With limited direct line management responsibility, the role is delivered through matrix working across organisational boundaries and requires a high degree of autonomy. The postholder exercises independent professional judgement in programme planning, prioritisation, stakeholder engagement, risk resolution and service development, providing expert advice to senior leaders and partners. The role is accountable for escalating complex strategic, financial and reputational risks through governance routes as required, while maintaining a strong focus on improving outcomes and reducing inequalities for babies, children and families across Bracknell Forest.

Commitment to the Council's Equal Opportunities policy at all times.

Commitment to working within the bounds of the Data Protection Act and GDPR legislation at all times.

Such other duties as may from time to time be necessary, compatible with the nature of the post. It should be noted that the above list of main duties and responsibilities is not necessarily a complete statement of the final duties of the post. It is intended to give an overall view of the position and should be taken as guidance only.

### Person specification

Key criteria	Essential	Desirable
<b>Skills and qualifications</b>	<ul style="list-style-type: none"> <li>Educated to degree level or equivalent, with a relevant professional qualification or significant senior experience in programme management, public service transformation, early years, early help, public health, education, children's services, social policy or a related field.</li> <li>Recognised project or programme management qualification (e.g. PRINCE2, MSP) or substantial experience of leading complex, large-scale, multi-agency programmes across organisational boundaries.</li> <li>Evidence of continuous professional development relevant to senior programme leadership, commissioning, system transformation and delivery within early years, early help, public health, education or children's services.</li> <li>Strong working knowledge of national policy, guidance and delivery frameworks relating to Family Hubs and Start for Life, and/or early years, early help, public health or children's services, with the ability to interpret and apply these within a local authority context.</li> </ul>	<ul style="list-style-type: none"> <li>Postgraduate qualification or relevant professional qualification in programme or project management, public health, education leadership, children's services, public administration, social policy or a related field, demonstrating advanced knowledge to support strategic programme delivery.</li> <li>Formal qualification or recognised training in commissioning, procurement or contract management, with the ability to contribute to the development and oversight of service specifications and commissioned provision.</li> <li>Qualification or accredited training in data analysis, evaluation, outcomes frameworks or service improvement, supporting the effective use of data and insight to inform decision-making, performance management and continuous improvement.</li> </ul>
<b>Competence summary</b> (Knowledge, abilities, skills, experience)	<ul style="list-style-type: none"> <li>Strong understanding of and demonstrable commitment to safeguarding children, young people and vulnerable adults, with the ability to embed safeguarding principles within programme design,</li> </ul>	<ul style="list-style-type: none"> <li>Experience of leading or contributing to system integration across Family Hubs, Early Help and Early Years, including the development of integrated pathways, practice models</li> </ul>

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partnership working and service delivery.

- Significant experience of leading and delivering complex, high-profile programmes or transformation initiatives within a multi-agency environment, managing competing priorities, interdependencies and ambiguity to achieve measurable outcomes.
- Proven ability to provide system leadership and build, influence and sustain strategic partnerships across local authority services, NHS organisations, education providers and the voluntary and community sector, often without direct authority, to secure shared ownership and delivery of outcomes.
- Highly developed programme governance, planning and assurance skills, including establishing governance structures, managing risks and dependencies, overseeing delivery plans and providing high-quality reporting to support senior decision-making.
- Strong financial and commercial awareness within a programme context, including developing business cases and investment proposals, interpreting funding conditions, forecasting and tracking expenditure, and ensuring value for money and outcomes-focused delivery.
- Substantial experience of commissioning and service design, including developing

and workforce approaches to support joined-up delivery.

- Good knowledge of relevant national reforms and policy frameworks (e.g. Families First, SEND reforms, Start for Life) with the ability to translate policy into local delivery models and service improvements.
  - Experience of working within, or in partnership with, local government, health commissioning or children's services, including presenting complex information and influencing decision-making at senior leadership and elected member level.
  - Experience of managing public sector grants and/or complex commissioned budgets, including reporting to funders, ensuring compliance with financial, audit and governance requirements, and supporting assurance processes.
  - Understanding of population-level needs assessment and the use of data and intelligence to inform service design, commissioning and targeting of resources to improve outcomes and reduce inequalities.
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specifications, shaping delivery models and contributing to procurement processes to secure integrated, preventative and high-quality services.

- Experience of contract and provider performance management at a strategic level, including setting outcome measures and KPIs, monitoring delivery, addressing underperformance and driving continuous improvement in line with governance and procurement requirements.
- Advanced ability to design and implement outcomes frameworks and performance management approaches, using data, intelligence and evaluation to inform decision-making, challenge performance and drive system-wide improvement, with a strong focus on prevention, inclusion and reducing inequalities.
- Excellent communication and influencing skills, with the ability to interpret and convey complex information clearly and persuasively to a wide range of audiences, and to produce concise, high-quality reports for senior leaders, governance boards and external stakeholders.

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**Work-related  
Personal  
Requirements**

Ability to work flexibly, including occasional evenings, to support partnership meetings and governance as required.

Ability to travel across the borough and wider area to attend meetings and visit delivery sites.

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<b>Other work requirements</b>	Satisfactory enhanced Disclosure and Barring Service (DBS) check.
	Commitment to working within the bounds of safeguarding requirements, confidentiality, the Data Protection Act and UK GDPR.
	The ability to converse easily in spoken English, explain complex or technical information to members of the public and respond effectively to detailed or complex questions for an extended period of time.
	This post is exempt from the Rehabilitation of Offenders Act 1974
<b>Role models and demonstrates the Council's values and behaviours</b>	Our values define who we are. They outline what is important to us. They influence the way we work with each other – and the way we serve our residents and engage with our communities.
	We make our values real by demonstrating them in how we behave every day.

**All staff should hold a duty and commitment to observing the Council's Equality and Dignity at Work policy at all times. Duties must be carried out in accordance with relevant Equality and Diversity legislation and Council policies/procedures.**

