

## UEC PROGRAMME • OUR SHARED FUTURE • PENNINE LANCASHIRE

# PROGRAMME DELIVERY AND COMMUNITY ENGAGEMENT LEAD

## Job Description and Person Specification

**ROLE FOCUS** Programme coordination • partner performance • trusted engagement • accessible pathways • impact and improvement

### 1. Post details

|                              |                                                                                                                                                                                              |
|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Job title</b>             | Programme Delivery and Community Engagement Lead                                                                                                                                             |
| <b>Reports to</b>            | Head of Contracts and Operations                                                                                                                                                             |
| <b>Portfolio</b>             | VCFSE-led UEC programme and Our Shared Future community engagement work                                                                                                                      |
| <b>Geographic scope</b>      | UEC schemes in Blackpool, Lancaster, Morecambe, Blackburn with Darwen and Central Preston community engagement across Pennine Lancashire and relevant gateway communities                    |
| <b>Accountable for</b>       | Integrated programme coordination, delivery-partner performance, referral and participation pathways, community engagement, quality, evidence and improvement                                |
| <b>Direct reports</b>        | None initially, unless otherwise agreed the post coordinates delivery partners, community connectors, volunteers and programme activity without replacing partner management accountability  |
| <b>Base and travel</b>       | Spring North, Suite 118 King's Court, King Street, Blackburn BB2 2DH<br>Flexible/community-based working with frequent travel across programme areas and to partner, hub and system meetings |
| <b>Salary / contract</b>     | SCP14-20 £28,612 - £32,862 FTE, Permanent                                                                                                                                                    |
| <b>Hours</b>                 | 1.0 FTE - 37 hours per week                                                                                                                                                                  |
| <b>Holiday Entitlement</b>   | 25 days, plus bank holidays, plus Christmas closedown                                                                                                                                        |
| <b>Notice Period</b>         | 1 month during probationary period, thereafter 2 months                                                                                                                                      |
| <b>Pre-employment Checks</b> | Enhanced DBS, satisfactory references and all role-appropriate safer recruitment checks                                                                                                      |

### 2. Role purpose

The Programme Delivery and Community Engagement Lead will oversee and connect two important Spring North workstreams: operational coordination of the VCFSE-led Urgent and Emergency Care programme and inclusive community engagement for Our Shared Future. The postholder will ensure that partners are supported and held to account, pathways work in practice, communities can participate, and evidence is used to improve quality, impact and value.

The role combines structured programme oversight with visible, relationship-based work in communities. It will connect delivery partners, trusted local organisations, health and care stakeholders, environmental partners and residents;

identify barriers to service take-up or participation; and develop practical solutions that respond to place, culture and community need.

### 3. Portfolio context

The UEC programme invests in trusted, community-based VCFSE services that support people earlier, address wider determinants of health, improve confidence and connect residents with appropriate local support before needs escalate into crisis or avoidable urgent and emergency care use. The VCFSE Alliance provides strategic leadership and Spring North acts as Managing Agent with delegated operational responsibility.

Our Shared Future is a five-year partnership-led climate resilience programme designed to create inclusive pathways into climate and nature activity, volunteering, green skills, stewardship and leadership. Spring North's contribution focuses on communities across Pennine Lancashire that have historically been underserved or underrepresented in environmental activity and decision-making.

Although the programmes have different outcomes, they share a common method: trusted local relationships, strong VCSE partnerships, accessible pathways, practical barrier removal, community voice, evidence-led improvement and accountable use of resources.

### 4. Operating model for one FTE post

- Work to one integrated delivery plan agreed with the line manager, with clear priorities, deadlines and expected outcomes across both programmes.
- Plan around known UEC reporting, contract-review and governance cycles while protecting sufficient time for sustained community outreach, co-design and relationship-building.
- Review workload and priorities regularly, flexing effort in response to mobilisation, reporting deadlines, emerging risk, community opportunity and programme need.
- Escalate competing priorities, material scope change or capacity risk early; the post is responsible for coordination and assurance, not absorbing the operational duties of funded delivery partners.

### 5. Key accountabilities

#### 5.1 Integrated portfolio coordination

- Maintain a current overview of both programmes, including delivery plans, partners, milestones, activity, pathways, engagement, risks, decisions and improvement priorities.
- Translate agreed priorities into coordinated workplans, action logs and timely follow-up, ensuring that responsibilities and deadlines are understood.
- Act as an accessible operational contact for partners and stakeholders and connect people to the appropriate Spring North or programme lead where authority sits elsewhere.
- Identify common learning, relationships, community assets and opportunities that can strengthen delivery across both portfolios without blurring their separate funding purposes.
- Maintain disciplined records and provide early warning where delivery, capacity, quality, finance or relationships are at risk.

#### 5.2 UEC delivery-partner performance and SLA compliance

- Oversee delivery-partner performance across Blackpool, Lancaster, Morecambe, Blackburn with Darwen and Central Preston, maintaining regular contact proportionate to risk and need.
- Review delivery against contracts, SLAs, milestones, KPIs, outcomes, reporting requirements, financial expectations and agreed improvement actions.

- Provide practical support and constructive challenge where delivery, reach, recording, quality, outcomes or compliance require improvement.
- Agree and monitor proportionate recovery or improvement plans within delegated authority and escalate persistent or material underperformance.
- Maintain schedules of partner obligations, reporting dates, evidence requirements, assurance documents and review points.
- Ensure Spring North retains sufficient assurance without displacing each delivery partner's responsibility for its staff, practice, safeguarding and contractual performance.

### 5.3 UEC referral pathways, utilisation and system relationships

- Map and strengthen referral, signposting and access pathways for each UEC scheme, including eligibility, geography, contact routes, consent and feedback arrangements.
- Build productive relationships with primary care, social prescribing, community services, urgent care, neighbourhood teams, housing, local authorities and other relevant partners.
- Promote appropriate referrals and warm connections, ensuring that professionals and communities understand the local offer and how to access it.
- Monitor referral volumes, reach, capacity and utilisation and investigate where scheme take-up is lower than expected.
- Develop solutions to barriers such as low awareness, unclear criteria, weak pathways, accessibility, trust, timing, transport, language or digital exclusion.
- Ensure work to improve utilisation does not compromise eligibility, consent, safeguarding, quality or appropriateness of support.

### 5.4 Community engagement strategy and trusted outreach

- Develop and maintain an inclusive engagement plan for Our Shared Future programme, informed by community insight, local assets and programme outcomes.
- Prioritise relationship-building with communities that have historically been underserved or underrepresented in climate, nature and environmental spaces.
- Build sustained relationships with residents, grassroots groups, faith organisations, youth services, cultural organisations and other trusted networks.
- Undertake outreach in familiar community places and existing activities rather than expecting people to enter unfamiliar environmental spaces first.
- Use active listening and trusted facilitation to understand aspirations, concerns, past experiences and practical barriers, and follow through reliably on commitments.
- Translate climate and nature opportunities into welcoming, relevant invitations connected to wellbeing, community activity, arts and culture, youth opportunity, confidence and belonging.

### 5.5 Culturally safe, trauma-informed and accessible pathways

- Co-design engagement routes that respond to language, faith, culture, identity, disability, age, gender and community experience.
- Apply trauma-informed principles including safety, choice, collaboration, empowerment and avoidance of unnecessary re-telling or exposure.
- Use plain language and make no assumption that participants have prior environmental knowledge, confidence or experience.
- Coordinate accessible information, interpretation, reasonable adjustments and different ways to take part.
- Identify practical barriers early and arrange approved support with transport, childcare, equipment, clothing, food or other participation costs.
- Challenge arrangements that unintentionally exclude, stigmatise or place disproportionate burden on participants.

## 5.6 VCFSE coordination and locally connected services

- Develop a strong network of VCFSE and grassroots organisations and act as a consistent link between communities, delivery partners, programme hubs and statutory or environmental partners.
- Value local organisations as sources of expertise and trusted relationships, not simply as routes for distributing information or delivering activity.
- Clarify roles, coordinate outreach and pathways, and reduce duplication, gaps and repeated approaches to the same communities.
- Help partners connect existing wellbeing, youth, arts, cultural and community services with appropriate UEC, climate and nature opportunities.
- Facilitate partnership conversations, resolve routine delivery issues and escalate material risk, resource gaps or relationship concerns.
- Share learning, opportunities and practical resources across the network in accessible and timely ways.

## 5.7 Community co-design, participation and progression

- Create inclusive opportunities for residents to influence programme priorities, activities, communications, hubs and local decision-making.
- Use participatory and creative methods that do not rely solely on formal meetings, written consultation or existing confidence.
- Explain how community input has been used and be transparent where suggestions cannot be taken forward.
- Support people to progress at an appropriate pace from first engagement into sustained community activity, volunteering, practical conservation, citizen science, green skills, stewardship or leadership.
- Identify and support community champions and peer connectors without placing unpaid or unsupported expectations on them.
- Work with partners to provide warm handovers, follow up disengagement sensitively and ensure people are not lost between organisations.

## 5.8 Quality assurance and service improvement

- Apply proportionate quality assurance across the portfolio, considering delivery standards, participant experience, case studies, feedback, complaints, incidents, safeguarding, data quality and improvement action.
- Visit services, hubs, outreach and community activity as agreed to understand practice, build relationships and test whether reported delivery reflects experience on the ground.
- Identify opportunities to improve service models, accessibility, pathways, participation, outcome measurement and local integration.
- Facilitate focused improvement discussions and bring partners together where collective action is required.
- Ensure learning from evidence, feedback, incidents, audits and community insight results in practical, owned and measurable change.
- Support appropriate local adaptation within approved outcomes and delegated authority, recording rationale and reviewing impact.

## 5.9 Data, reporting, impact and value for money

- Coordinate timely collection, checking and collation of activity, outcome, equality, finance, engagement and narrative information from partners.
- Prepare clear dashboards, updates and reports for Spring North, the VCFSE Alliance, commissioners, funders and programme governance.
- Analyse trends, variance, gaps and exceptions rather than reporting activity alone, setting out implications and recommended action.

- Develop credible case studies and qualitative evidence with informed consent, protecting confidentiality and avoiding overstated attribution or extractive storytelling.
- Evidence UEC contribution to earlier support, wellbeing, confidence, appropriate service use and reduced or avoided demand, using meaningful community-based indicators alongside system measures.
- Evidence Our Shared Future reach, experience and progression, including confidence, belonging, participation, skills, stewardship and leadership.
- Assess value for money proportionately through cost, reach, quality, equity, outcomes, additional value, sustainability and use of local assets rather than lowest cost alone.
- Contribute to quarterly reporting, funder updates and annual impact reporting for the relevant programmes.

### 5.10 Governance, meetings and representation

- Attend and support local UEC Delivery Boards, local delivery meetings, partner reviews, Our Shared Future meetings, hub discussions and relevant system or community forums.
- Prepare concise papers, performance information, agendas, actions and follow-up where required.
- Present delivery, engagement, risk, learning, impact and improvement information confidently and respond to challenge with evidence.
- Represent Spring North's operational responsibilities accurately and support the VCFSE Alliance's strategic leadership and sector narrative within UEC.
- Bring intelligence, decisions, opportunities and dependencies back to colleagues and partners, ensuring actions have owners and timescales.

### 5.11 Communications, branding and promotion

- Ensure programme communications follow the relevant approved framework, funder acknowledgement and accessibility requirements.
- Promote Spring North, the VCFSE Alliance, funders and delivery partners fairly and accurately, reflecting distinct roles and contributions.
- Support local promotion of UEC scheme offers and Our Shared Future opportunities through appropriate networks, events, materials and channels.
- Communicate unfamiliar health, climate and nature themes in clear, relevant and non-judgemental language.
- Gather content for communications and impact reporting and escalate politically sensitive, reputational or strategic messaging through the agreed route.

### 5.12 Compliance, safeguarding and risk

- Monitor and support compliance with safeguarding, equality, data protection, consent, confidentiality, health and safety, insurance, finance, branding and funding requirements.
- Recognise, record and escalate safeguarding, data, financial, fraud, service-continuity, delivery and reputational risks promptly.
- Maintain clear professional boundaries, safe lone-working practice and proportionate handling of participant and partner information.
- Act within delegated authority on routine matters and seek approval for reserved, material or strategic decisions; immediate protective action may be taken where necessary and safe.
- Participate in supervision, training, quality assurance, reflective practice and organisational learning.

## 6. General responsibilities

- Uphold Spring North's values and commitment to equality, diversity, inclusion, accessibility and respectful partnership working.
- Work collaboratively with colleagues responsible for contracts, finance, communications, governance, safeguarding and programme leadership.
- Maintain professional development and a current understanding of community-based prevention, VCFSE delivery, inclusive engagement and the relevant health, climate and nature landscape.
- Work flexibly, including occasional early, evening or exceptional weekend activity where agreed and required for meaningful delivery or engagement.
- Undertake other reasonable duties consistent with the purpose and level of the role. The role profile may be reviewed as the programmes develop.

## 7. Measures of success

| Outcome area                     | What good looks like                                                                                                                               |
|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Portfolio control</b>         | One current, prioritised workplan provides clear oversight of milestones, actions, risks and decisions across both programmes.                     |
| <b>Partner performance</b>       | Partners meet SLA, KPI, outcome and reporting expectations or have timely, monitored improvement action.                                           |
| <b>Pathways and utilisation</b>  | UEC referral routes work in practice, scheme capacity is used appropriately and evidenced barriers to take-up are addressed.                       |
| <b>Reach and trust</b>           | Our Shared Future reaches underrepresented communities through respectful, culturally safe and sustained relationships.                            |
| <b>Co-design and progression</b> | Community insight visibly influences activity and people progress into sustained participation, skills, stewardship and leadership.                |
| <b>Quality and improvement</b>   | Visits, data, feedback and review lead to measurable improvements in delivery and participant experience.                                          |
| <b>Impact and value</b>          | Reports provide credible evidence of outcomes, equity, programme contribution and proportionate value for money.                                   |
| <b>Governance and reputation</b> | Meetings are well supported, risks are escalated promptly and partner, Alliance, funder and Spring North contributions are represented accurately. |

## 8. Person specification

Applicants should demonstrate the following through their application, interview, presentation or other assessment activity. Relevant equivalent experience will be considered alongside formal qualifications.

| Area           | Criterion                                                                                                                                                                                | Essential | Desirable | Assessment |
|----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------|------------|
| Qualifications | Relevant qualification or equivalent experience in programme or project delivery, contract management, community development, health and care, public administration or a related field. | Yes       |           | A / C      |
|                | Training in project management, quality improvement, community engagement, facilitation, trauma-informed practice, safeguarding or data analysis.                                        |           | Yes       | A / C      |
| Experience     | Experience coordinating multi-partner or multi-place programmes, with oversight of plans, deadlines, risks, actions and stakeholder relationships.                                       | Yes       |           | A / I      |
|                | Monitoring delivery against contracts, SLAs, KPIs, milestones, outcomes or reporting requirements.                                                                                       | Yes       |           | A / I / P  |
|                | Providing constructive support and challenge to delivery partners and monitoring improvement action.                                                                                     | Yes       |           | A / I      |
|                | Trusted engagement with communities experiencing exclusion, inequality or barriers to participation.                                                                                     | Yes       |           | A / I      |
|                | Designing and delivering culturally relevant outreach, participation or co-design activity in community settings.                                                                        | Yes       |           | A / I / P  |
|                | Understanding barriers such as cost, transport, childcare, equipment, language, confidence, representation or digital exclusion and developing practical responses.                      | Yes       |           | A / I      |
|                | Working effectively with VCSE organisations, including small, grassroots or community-led partners.                                                                                      | Yes       |           | A / I      |
|                | Developing referral, signposting or participation pathways with community, health, care, environmental or statutory partners.                                                            | Yes       |           | A / I / P  |
|                | Collecting, checking and analysing quantitative and qualitative information and producing clear reports, dashboards or learning.                                                         | Yes       |           | A / I / P  |
|                | Contributing to service improvement, quality assurance, evaluation or value-for-money review.                                                                                            | Yes       |           | A / I      |
|                | Experience in urgent and emergency care, population health, social prescribing, NHS commissioning or community-based prevention.                                                         |           | Yes       | A / I      |
|                | Experience in climate, nature, conservation, green skills, protected landscapes or environmental justice.                                                                                |           | Yes       | A / I      |
|                | Knowledge or experience of Pennine Lancashire and the wider Lancashire and South Cumbria partnership landscape.                                                                          |           | Yes       | A / I      |
|                | Understanding of contract and SLA monitoring, performance management, delegated authority, risk and proportionate assurance.                                                             | Yes       |           | A / I      |
| Knowledge      | Understanding of culturally safe, trauma-informed, strengths-based and community-led engagement.                                                                                         | Yes       |           | A / I      |
|                | Understanding of equality, structural barriers, power, consent and ethical participation and storytelling.                                                                               | Yes       |           | A / I      |
|                | Understanding of community-based prevention, wider determinants of health and the contribution of VCFSE services to reducing avoidable demand.                                           | Yes       |           | A / I      |
|                | Awareness of climate resilience, nature recovery, green skills and inclusive environmental participation; technical expertise is not essential.                                          |           | Yes       | A / I      |

| Area   | Criterion                                                                                                                                                                | Essential | Desirable | Assessment |
|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------|------------|
|        | Awareness of safeguarding, data protection, confidentiality, health and safety, finance and partnership-programme compliance.                                            | Yes       |           | A / I      |
| Skills | Highly organised and able to balance structured programme deadlines with sustained, relationship-based community work.                                                   | Yes       |           | A / I      |
|        | Strong analytical judgement, able to identify trends, gaps, under-utilisation, risk and practical improvement options.                                                   | Yes       |           | A / I / P  |
|        | Outstanding relational skills and cultural humility, earning trust through listening, consistency and follow-through.                                                    | Yes       |           | A / I      |
|        | Clear written communication, including concise reports, meeting papers, accessible information and case-study material.                                                  | Yes       |           | A / I / P  |
|        | Confident facilitation, presentation, partnership-building and constructive challenge with communities, partners and senior stakeholders.                                | Yes       |           | A / I / P  |
|        | Ability to explain unfamiliar health, climate or nature topics in plain language without assumptions of prior knowledge.                                                 | Yes       |           | A / I / P  |
|        | Relevant community language skills or experience working effectively with interpreters.                                                                                  |           | Yes       | A / I      |
| Values | Commitment to community power, inclusion, partnership working, prevention and the contribution of the VCFSE sector.                                                      | Yes       |           | A / I      |
|        | Warm, respectful and non-judgemental approach combined with integrity, accountability, professional boundaries and willingness to challenge exclusion or adapt practice. | Yes       |           | A / I      |
| Other  | Ability to travel regularly across the portfolio geography and work occasional evenings or weekends by agreement, with reasonable adjustments considered.                | Yes       |           | A / I      |
|        | Willingness to complete any DBS and safer recruitment checks required for the final duties.                                                                              | Yes       |           | C          |

Assessment key: A = application • I = interview • P = presentation or task • C = documentary or pre-employment check

## 9. Safeguarding and appointment note

Spring North is committed to safeguarding and promoting the welfare of children, young people and adults at risk. Appointment will be subject to safer recruitment checks appropriate to the final duties of the role.

## 10. Document control and approval

|              |                     |
|--------------|---------------------|
| Version      | 0.1                 |
| Status       | Approved to Recruit |
| Review point | Approved            |
| Approved by  | MHS                 |
| Postholder   | MHS                 |
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