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| **Role Title** | **Senior Programme Manager** |
| **Job Family** | **Corporate Development** |
| **Competency Level** | **Principal Manager** |
| **Pay** | **PO10** |
| **Purpose** | |
| Responsible for the delivery of key strategic programmes and projects across the Council, ensuring all the interdependencies are managed and appropriate prioritisation is applied across all change projects and programmes.  To lead, plan, develop and deliver an expert professional service within the Change Team. | |
| **Generic Accountabilities** | **End Results/ Outcomes** |
| Plan and ensure service delivery within a complex / diverse service area. Control operational activities within the service area and ensure professional standards are delivered. | The service is delivered to the quality, Council, professional and legislative standards required.  Integrated service development and delivery is informed by client, partner and stakeholder views, latest thinking, good practice and legislative requirements.  Corporate strategies are effectively implemented within area of responsibility.  Service delivers excellent customer service |
| Advise Directors, Members and others on issues relevant to the service area. Provide professional challenge and advice to colleagues, managers and partner organisations. | Expert professional advice, interpretation, information, support and challenge are provided to Waltham Forest and external parties on the full range of operational, legislative and strategic issues within the field of expertise.  Feedback and complaints procedures are developed and managed. Complaints are effectively resolved. |
| Manage responses to complex professional or politically sensitive issues within the area of responsibility. | Responses to major corporate or partner initiatives / complex strategic or operational issues are managed effectively, and major issues are managed through to a satisfactory conclusion.  Customer outcomes are clearly understood and specified.  Services / goods are delivered on time, to budget and standards agreed. |
| Manage key relationships with delivery partners /providers /suppliers to commission / manage / evaluate / enhance appropriate service delivery / capacity within area of responsibility. | Opportunities to improve delivery / capacity of provision are proactively identified and actioned.  Suppliers and supply chains are resilient and adaptable to meet changing needs.  Expected operational efficiencies are realised. |
| Ensure the development and delivery of continuous improvements in all aspects of the service. | Improvements are developed and delivered effectively  Stakeholder requirements are met |
| Lead, motivate and develop staff to create and maintain a highly competent and participative workforce. | The team is highly competent, effective, motivated and outcomes focussed.  Recruitment, induction, development, performance reviews, employee relations and all HR processes and planning is completed to the required standards and timescales.  Effective team meetings take place to required timescales. |
| Prepare and present a full range of reports (both standard and non-standard) covering area of responsibility. | Reports are prepared, distributed / presented to the appropriate committee/ to the required standards and timescales.  Evidence based recommendations are made. |
| Identify, secure, deploy and manage the resources necessary for the professional service area to meet/exceed its objectives. | Resources including, equipment, people, and systems are utilised optimally and efficiently, maximising value for money |
| Ensure the successful implementation of health and safety legislation, policies and practices. | Risks to staff and others are assessed and managed.  Suitable health and safety instruction and training are provided.  There is a safe working environment. |
| Prepare and present a full range of reports (both standard and non-standard) covering area of responsibility. | Reports are prepared, distributed / presented to the appropriate committee/ to the required standards and timescales.  Evidence based recommendations are made. |
| Ensure the successful implementation of health and safety legislation, policies and practices. | Risks to staff and others are assessed and managed.  Suitable health and safety instruction and training are provided.  There is a safe working environment. |
| Act in accordance with all policies and procedures which apply to the job and understand the reasons for this. | All policies and procedures are complied with. |

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| **Job Specific Accountabilities:** |  |
| Supporting the Head of Change Delivery with the implementation and delivery of portfolio and programme management within the Council | Developing and managing a portfolio management methodology within the Council and supporting its implementation  Regular meetings with Heads of Delivery, other Programme Managers and Project Managers to provide assurance on delivery  Delivering deep dives on programme and rojects where concerns have been raised about chances of success  Embedding the approach to Portfolio, Programme and Project Management Reporting |
| Lead the delivery of seamless and successful change for the Council ensuring that all areas of Corporate Development deliver implementation plans that align with overall corporate objectives. | Development and application of established and innovative programme and project management techniques and approaches across the Change Team  Arrangements in place to comply with internal and external governance and best practice requirements.  Results oriented approach adopted while managing large complex programmes and projects from design to implementation with an eye towards preparing and motivating stakeholders to excel in the target state.  Change Team is organised, structured and diligent in setting time-bound objectives and navigating roadblocks and eliminating barriers to successful attainment of those objectives.  Development and management of a suite of reports relevant for Senior Managers and Members on the position of key programmes and projects |
| Establish excellent relationships with the senior Political Leadership, Management Board members, staff at all levels, peers, external bodies and all stakeholders. | Act as a single point of contact for senior stakeholders, facilitating relationships between them.  Manage communications within and engagement of stakeholders (internal/external) through the life cycle of programmes and projects  Use political judgement and astuteness in understanding and working with complex policy, and diverse interest groups.  Work effectively within complex and ambiguous structures to achieve results where resources may not be under the direct control of the role. |
| Developing a forward-looking and proactive approach to managing emerging and strategic risks and issues across the portfolio | Working with the PMO and other change practitioners to identify, analyse and combine a single view of key strategic risks and issues across the portfolio  Maintaining RAID logs that provide information to Management Board and Members on the current and projected risk position for the key strategic programmes and projects |
| Actively contribute to the successful delivery of the vision for Corporate Development, and work with colleagues to continuously innovate the wider service. | Opportunities for collaboration are identified & acted on.  Excellent relationships with peers are developed and maintained. |
| Proactively ensure that the work of the team is well communicated both internally and externally at both a senior and operational level. | The team has an external profile and is recognised in the sector as a leader in insight & design |

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| **Nature of Contacts**   * Frequent contact with Programme Managers and Project Managers. * Interaction with others and the ability to successfully influence and motivate are fundamental to the role. * Supports the recruitment of consultants and external contractors. * Frequent contact with Members, Directors and Heads of Service, and senior representatives from external organisations in both the public and private sector, providing expert advice, guidance and support on complex issues. * Manage political relationships. Manage relationships with key stakeholders and delivery partners including negotiation of complex political issues / contractual agreements / amendments. * High levels of tact, sensitivity and diplomacy is required. |

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| **Procedural Context**  Reports to: Head of Change Delivery   * Responsible for supporting and reporting on the delivery of transformational projects across the Council * To manage and deliver Council change programmes in a practical and pragmatic way, ensuring all elements are completed on time and to budget. This will include managing the risks and issues identified across programmes and making sure that everyone involved is coordinated, motivated, and able to complete work to the right standard. * Work within a policy framework and regulatory guidelines. Considerable scope to exercise initiative in taking action - within boundary of well-defined policies and procedures. * Research, analysis and interpretation of specialised complex information to generate ideas and formulate / source solutions. * Plan and organise work and priorities, co-ordinating with others (internal or external delivery partners) to support the development and delivery of the service. * Deliver a specialist service and support initiatives, projects and improvement programmes within the service area. |
| **Key Facts and Figures**  Supporting the delivery of the Council’s Reset Programme. |
| **Resourcing**  Budget Responsibilities**:** Programme budget management.  Supervisory Responsibilities: Management of up to four members of staff (Senior Project Managers, Project Managers and Project Coordinators) |

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| **Knowledge, Skills and Experience**   * Must have direct experience of structuring, running and managing complex business change projects, programmes and portfolios. * Experience of building excellent relationships with senior managers and Members, with a view to ensuring that corporate visions and priorities are delivered and that an excellent customer service is experiences by those stakeholders. * Experience of detailed resource management and success in implementing new resourcing approaches * Experience of managing a mixed and varied workload of conflicting priorities responding effectively to the needs of all customers. * Experience of report writing and communications for a variety of audiences, demonstrating numeracy and literacy, and applying expert knowledge. * Experience in dealing with a range of complex and contentious matters requiring a consistently high degree of support, persuasion and advocacy and an awareness of major policy objectives. * Experience of matrix managing and coordinating employees carrying out work across a range of major functions. * Strong leadership, influencing, people engagement, and people management skills. * Ability to work autonomously to meet the objectives of the organisation. * Ability to manage technically diverse teams to deliver agreed outcomes. * An ability to respond to unpredictable volume of work, with a positive attitude and a willingness to learn new ways to accomplish work activities and objectives. * An exceptional communicator able to operate and empathise with stakeholders and business groups, influencing and gaining commitment to objectives. * Strong leadership, influencing, people engagement, and people management skills. * Excellent planning and organisational skills coupled with a strong focus on the delivery of the objective. * Creative and innovative in finding solutions to complex problems. * Knowledge of governance frameworks for both the constituent projects and the programme itself. * Possess strengths in organisational, attention-to-detail, reasoning, critical thinking, and problem-solving skills. |
| **Indicative Qualifications**  Educated to degree standard or equivalent  Recognised programme or project management accreditation – e.g. Prince2, Managing Successful Programmes |
| The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed. |