

Role Title	Programme Manager
Job Family	Chief Executive Directorate
Competency Level	Principal Officer
Pay Scale	PO8
Purpose	
To manage the delivery of programmes and co-ordination of multiple interrelated projects and workstreams that deliver expected outcomes and benefits to the Council and its residents.	
Generic Accountabilities	End Results/Outcomes
<p>Plan and ensure service delivery within a diverse environment.</p> <p>Control activities within the service area and ensure professional standards are delivered.</p>	<p>The service is delivered to the quality, Council, professional and legislative standards required.</p> <p>Integrated service development and delivery is informed by data and insight, client/partner/stakeholder knowledge, latest thinking, good practice and legislative requirements.</p> <p>Corporate strategies are effectively implemented within area of responsibility.</p> <p>Service delivers excellent customer service.</p>
<p>Work closely with Directors, Members and other senior stakeholders on issues relevant to the service area.</p> <p>Provide professional challenge and advice to colleagues, managers, suppliers and partner organisations.</p> <p>Build strong working relationships with key stakeholders across the Council.</p>	<p>Build strong relationships with key senior stakeholders across the Council and Partners as appropriate, maintaining them to ensure that the Digital portfolio, programme and project delivery runs as smoothly as possible.</p> <p>Provide expert professional advice, interpretation, information, support and challenge to Waltham Forest Services, stakeholders and external parties on the full range of operational, legislative and strategic issues within the field of expertise.</p> <p>Effectively manage responses to major corporate or partner initiatives / complex strategic or operational issues.</p> <p>Major issues are managed through to a satisfactory conclusion.</p> <p>Feedback and complaints procedures are developed and managed. Complaints are effectively resolved.</p>
<p>Lead, motivate and develop staff to create and maintain a high performing, highly competent and participative workforce.</p>	<p>Instrumental in ensuring a workforce development strategy is designed and delivered, including induction of new staff.</p> <p>The team is highly competent, effective, proactive, motivated and outcomes focussed.</p> <p>Recruitment, induction, development, performance reviews, employee relations and all HR processes and planning is completed to the required standards and timescales.</p> <p>Effective team meetings take place to required timescales.</p> <p>Regular supervision is undertaken and clear objectives set and monitored through the Council's Appraisal process.</p>

Ensure the development and delivery of continuous improvements in all aspects of the service.	<p>Improvements are developed and delivered effectively.</p> <p>Stakeholder requirements are met.</p> <p>Address operational performance to ensure a clear focus maintained on customer service delivery and achieved high levels of performance by staff through actively fostering a positive organisational culture.</p>
Identify, secure, deploy and manage the resources necessary for the professional service area to meet/exceed its objectives.	<p>Resources including, equipment, people, and systems are utilised optimally and efficiently.</p> <p>Budgets are planned, developed and delivered. Value for money is maximised.</p> <p>Financial expenditure and financial integrity are controlled to assure regulatory and Council policy compliance.</p>
Prepare and present a full range of reports (both standard and non-standard) covering area of responsibility.	<p>Reports are prepared, distributed / presented to the appropriate committee, to the required standards and timescales.</p> <p>Evidence based recommendations are made.</p>
Ensure the successful implementation of health and safety legislation, policies and practices.	<p>Risks to staff and others are assessed and managed.</p> <p>Suitable health and safety instruction and training are provided.</p> <p>There is a safe working environment.</p>
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.
Job-specific Accountabilities	End Results/Outcomes
Manage programmes and projects within the Strategy & Change portfolio to ensure they deliver the required outcomes and benefits.	<p>Programmes and projects are established and delivered using the Waltham Forest Good Change Guide Framework.</p> <p>Programmes and projects deliver the benefits required within agreed timescales and budgets.</p> <p>Progress is highly visible to members, Management Board, staff and stakeholders.</p> <p>Creating Futures, the Council's corporate portfolio, achieves required revenue savings.</p>
To plan, direct, and coordinate activities to manage and implement interrelated projects from proposal or initiation to final operational stage.	Projects and programmes deliver all required outputs and outcomes to relevant quality standards within agreed timescales and budgets.
To build strong working relationships with key stakeholders across the Council.	<p>Senior managers, leaders and members are all provided with a high-quality service, ensuring their requirements are met.</p> <p>Act as the face of the Corporate Development and your own Team in all dealings with Senior leaders, understanding and</p>

	<p>delivering their requirements fully.</p> <p>Good working relationships are established, fostered and sustained.</p> <p>Stakeholders are engaged in the design, development and delivery of the programmes and projects.</p> <p>Members, Management Board and stakeholders express high levels of satisfaction with the function.</p> <p>Actively engage with stakeholders and partners ensuring organisational commitment to the delivery of benefits through the use of effective influencing skills.</p>
<p>Manage complex multiple project teams as required to ensure that they meet their objectives and address any issues as appropriate.</p>	<p>Lead multiple project teams, providing the vision and ongoing leadership that ensures they are successful in delivering outcomes and intended Benefits.</p> <p>Individuals and teams are equipped with the necessary skills, experience and behaviours. They are set objectives that they consistently meet or exceed.</p> <p>Any under-performance is identified and addressed at the earliest opportunity.</p>
<p>Develop robust governance frameworks for the constituent projects and programmes including project plans, risk/issue logs, and reports on programme activity for stakeholders including programme boards, executive directors, management board, scrutiny committee, cabinet.</p>	<p>Programmes and projects are established and delivered using the Waltham Forest Good Change Guide as well as associated Programme and Project Management standards where appropriate.</p> <p>All necessary programme and project documentation that detail the outputs and outcomes are completed as required.</p> <p>Risks and issues are actively managed.</p> <p>Action is taken to swiftly resolve any issues.</p>
<p>Monitor and review programme costs, operational budgets, staffing requirements and programme resources (on behalf of the Senior Responsible Owners).</p>	<p>Resources are efficiently and effectively deployed.</p> <p>Budgets and financial risks are monitored and managed in line with programme requirements.</p> <p>The staffing of programmes and projects is kept under review and adjusted to meet changing organisational requirements.</p>
<p>To report on programme activity for project and programme boards as necessary.</p>	<p>Highlight Reports and other required documentation completed as agreed in the programme governance arrangements.</p> <p>Notification of any deviations in the programme or project scope, schedule, budget or quality.</p>
<p>Manage risk within area of responsibility. Ensure all stakeholders are aware of and comply with relevant regulations and procedures.</p>	<p>Potential risk is identified, and mitigation is planned.</p> <p>Risk Registers and Issue Logs are maintained.</p>

Nature of Contacts

- Frequent contact with members, the Chief Executive and Management Board, Directors and Heads of Service to provide expert advice, guidance and support on complex issues
- Build relationships with senior representatives from external organisations and suppliers in both the public and private sector.
- Reports Head of Service and works very closely with the other DCED Heads of Services, keeping them informed on progress and challenges, and taking their steer on the direction of service.
- Manage relationships with key stakeholders and delivery partners including negotiation of complex political issues, contractual agreements / amendments, delivery milestones and collaboration using agile ceremonies to drive delivery.
- Line management of project managers, scrum masters, consultants and external contractors.

Procedural Context

Reports to: Head of Place Transformation

The Programme Manager will plan, manage and implement key Waltham Forest programmes to ensure they deliver required outcomes i.e. savings, business change, service improvement. The Programme Manager will manage the multiple projects and work streams that make up the programmes, ensuring that individual projects contribute as required to the success of the programme. They will ensure that cross-project work remains feasible, achieves the required benefits and is coordinated with change management activities.

The Programme Manager will work closely and effectively with stakeholders and people from across Waltham Forest ensuring alignment with the programme outcomes, taking account of the challenges that stakeholders may face in meeting programme requirements and consistently reinforcing the vision and values that are sought to be achieved.

The Programme Manager will be responsible for the design, development and delivery of transformational programmes and projects across the Council.

They will exercise expert judgement in assessing complex stakeholder requirements, potential risk and managing quality assurance. Monitor and evaluate performance, project and programme delivery, outputs, outcomes and benefits.

Key Facts and Figures

Responsible for delivering programmes and projects within the Corporate Framework.

Resourcing

Budget Responsibilities: Programme and Project Budgets. These will vary dependent on the programme/project.

Supervisory Responsibilities: Project Managers (PO4/6) , Project Teams, Consultants

Knowledge, Skills and Experience

- Experience of managing Change programmes and projects, working to time, budget and quality in

a large organisation using appropriate agile methodologies, techniques and tools.

- Experience of building excellent relationships with Senior managers and Members, with a view to ensuring that programme visions are delivered and that an excellent customer service is experienced by those stakeholders.
- Experience of planning and managing a mixed and varied workload of conflicting priorities responding effectively to the needs of all customers.
- Experience of report writing and communicating complex issues to a broad range of audiences.
- Experience of working in a risk management environment with effective tracking and mitigation of risks.
- Possess in depth understanding of Agile, its values and principles, including backlog grooming, release and sprint planning, burn-up/down charts, and more.
- Competent budget manager with experience in deploying, reallocating and reassessing resources in a dynamic, multi-project environment.
- 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.
- Ability to lead on multiple and wide-ranging programmes and manage competing demands.
- Possess strengths in organisational, attention-to-detail, reasoning, critical thinking, and problem-solving skills.

Indicative qualifications

Educated to degree level or equivalent standard

Recognised programme or project management accreditation: e.g. Agile Certified and either Prince2, MSP etc.

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 that 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.