

Role Title	Workforce & Culture Programme Manager
Job Family	Chief Executive's Directorate
Competency Level	Principle Officer
Pay Scale	PO8
Purpose	
The purpose of this role within the Organisational Development Team is to manage the delivery of programmes and co-ordination of multiple interrelated projects and workstreams that deliver expected outcomes and benefits for the team and the wider Workforce and Culture Directorate. Specifically, this role is responsible for overseeing the Transformation Programme for Workforce and Culture. This covers organisational culture change, making improvements to leadership development, the employee lifecycle and embedding the inclusion agenda. As part of an organisation wide Transformation Programme the delivery of this work is essential, it will provide the foundations of employee support and development to enable the deliver of their work and achievement of the organisation.	
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.
Manage responses to complex professional or politically sensitive issues within the area of responsibility.	Expert opinion, advice, supports and interpretation is provided on all aspects of the area of responsibility, including major decisions. Major issues are managed through to a satisfactory conclusion. Feedback and complaints procedures are developed and managed.
Manage key relationships with delivery partners	Complaints are effectively resolved.

/providers /suppliers to commission / manage / evaluate / enhance appropriate service delivery / capacity within area of responsibility.	Customer outcomes are clearly understood and specified. Services / goods are delivered on time, to budget and standards agreed. Opportunities to improve delivery / capacity of provision are proactively identified and actioned. 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.
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. Annual budget is planned, developed and delivered. Value for money is maximised. Financial expenditure and financial integrity are controlled to assure regulatory and Council policy compliance.
Ensure the necessary standards relating to safeguarding best practices/protocols are effectively communicated, monitored and maintained.	Safeguarding standards are monitored and maintained in compliance with Council policy. Appropriate safeguarding training is provided.
Implement a risk management programme and advise on issues affecting Council service areas.	Business threatening situations are recognised, planned for and managed or escalated as appropriate. Systems and governance are in place to and respond promptly to critical events. Continuous service is provided.

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.
Job Specific Accountabilities:	
Manage programmes and projects within the Workforce & Culture portfolio to ensure they deliver the required outcomes and benefits.	Programmes and projects are established and delivered using the Waltham Forest Good Change Guide Framework. Programmes and projects deliver the benefits required within agreed timescales and budgets. Progress is highly visible to members, Management Board, staff and stakeholders.
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.	Senior managers, leaders and members are all provided with a high-quality service, ensuring their requirements are met. Act as the face of the Corporate Development and your own Team in all dealings with Senior leaders, understanding and delivering their requirements fully. Good working relationships are established, fostered and sustained. Stakeholders are engaged in the design, development and delivery of the programmes and projects. Members, Management Board and stakeholders express high levels of satisfaction with the function. Actively engage with stakeholders and partners ensuring organisational commitment to the delivery of benefits through the use of effective influencing skills.

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. Value for money is maximised. Financial expenditure and financial integrity are controlled to assure regulatory and Council policy compliance.
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.
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.	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. All necessary programme and project documentation that detail the outputs and outcomes are completed as required. Risks and issues are actively managed. Action is taken to swiftly resolve any issues.
Monitor and review programme costs, operational budgets, staffing requirements and programme resources (on behalf of the Senior Responsible Owners).	Resources are efficiently and effectively deployed. Budgets and financial risks are monitored and managed in line with programme requirements. The staffing of programmes and projects is kept under review and adjusted to meet changing organisational requirements.

Nature of Contacts

Senior managers, directors, members and equivalent level external contacts, key stakeholder's partners and providers, to identify / meet requirements, generate and co-ordinate original ideas and develop council and partnership wide policy and service delivery. To provide expert advice, guidance and support on highly complex / sensitive issues. Communicate changes in policy, strategies and working practice both internally and to partner organisations / stakeholders.

Build and sustain effective relationships with all internal and external stakeholders. Work in

partnership with internal and external contacts to develop and maintain joint working and promote the Council position. Co-ordinate partnership working activities and internal / external working groups. Influence their decisions.

Procedural Context

Manage highly complex / high risk issues within a framework of policy and regulatory guidelines. Objectives and targets are developed and agreed in line with service plan. High level of discretion and use of initiative in deciding what course of action to take. Exercise expert judgement in assessing complex stakeholder requirements, potential risk and managing quality assurance of service.

Significant expert knowledge and significant experience is required to resolve highly complex issues and proactively anticipate and mitigate problems. Design and develop innovative solutions which enhance the quality and efficiency of services and reputation of the council.

Occasionally the post will be expected to work from other locations

Key Facts and Figures

No annual budget management

Enable others to understand changes and developments in relevant area and learn new processes / procedures.

Responsible for ensuring contractors / providers deliver to agreed standards.

May manage project teams of both internal staff and external contractors / consultants

Resourcing

Budget Responsibilities: Oversight of the programme budget, monitoring expenditure and ensuring value for money achieved. Budget accountability sits with the Head of Organisational Development

Supervisory Responsibilities: Matrix management to deliver core projects within the programme

Knowledge, Skills and Experience

- Experience of managing programmes and projects, working to time, budget and quality in a large organisation using appropriate 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.
 - Competent project manager with experience in deploying, reallocating and reassessing resources in a dynamic, multi-project environment.
 - An understanding of the role that Workforce and Culture plays in shaping the strategic direction of Local Government
 - 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 standard or equivalent work experience
 Relevant professional qualification (desirable)

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.