

Role Title	Senior Programme Manager – Asset and Service Integration
Job Family	Capital Strategy, Delivery and Estates
Pay Scale	PO11
Purpose	
<p>The Senior Programme Manager: Asset and Service Integration is responsible for working with service and finance leads to ensure the development of clear, robust service briefs and evidence-based business cases that define service need to inform the identification and delivery of appropriate property solutions in the next phase of our Mission Waltham Forest Transformation Programme.</p> <p>Building on the findings of the council’s recent review of strategic assets, the postholder will work directly with service leads to articulate problems to be solved and translate service demand, performance, cost, and outcomes data into clear service property requirements. These service briefs will then provide the foundation for property teams to design viable asset solutions, ensuring that investment proposals are service-led, affordable, and aligned to corporate priorities.</p> <p>The postholder will lead on the preparation of investment-ready business cases, setting out the strategic case for change incorporating both service delivery models and how the proposed property solution will meet those needs and support financial sustainability. In doing so, the postholder will act as a key interface between services to ensure that council land and buildings are deployed effectively to address priority service needs and deliver measurable outcomes for residents.</p>	

Generic Accountabilities	End Results/ Outcomes
<p>Plan and ensure service delivery within a complex / diverse service area.</p> <p>Control operational 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 client, partner and stakeholder views, 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>Manage responses to complex professional or politically sensitive issues within the area of responsibility.</p>	<p>Expert opinion, advice, supports and interpretation is provided on all aspects of the area of responsibility, including major decisions.</p> <p>Major issues are managed through to a satisfactory conclusion. Complaints are effectively resolved.</p>

Generic Accountabilities	End Results/ Outcomes
<p>Manage key relationships with Delivery Leads /providers /suppliers to commission / manage / evaluate / enhance appropriate service delivery / capacity within area of responsibility.</p>	<p>Customer outcomes are clearly understood and specified.</p> <p>Services / goods are delivered on time, to budget and standards agreed.</p> <p>Opportunities to improve delivery / capacity of provision are proactively identified and actioned.</p> <p>Suppliers and supply chains are resilient and adaptable to meet changing needs.</p> <p>Expected operational efficiencies are realised.</p>
<p>Develop service plans to meet strategic business goals. Ensure compliance with all internal and external standards.</p>	<p>Service plan and targets for area of responsibility are developed from Council's overall strategic directives and agreed and communicated within required timeframe.</p> <p>Strategic and operational input is provided to wider business planning and development.</p> <p>Progress against objectives is effectively monitored and delivered.</p>
<p>Ensure the development and delivery of continuous improvements in all aspects of the service.</p>	<p>Improvements are developed and delivered effectively.</p> <p>Stakeholder requirements are met.</p>
<p>Lead, motivate and develop staff to create and maintain a highly competent and participative workforce.</p>	<p>The team is highly competent, effective, motivated and outcomes focussed.</p> <p>Any required 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>Identify, secure, deploy and manage the resources necessary for the professional service area to meet or exceed its objectives.</p>	<p>Resources including equipment, people, and systems are utilised optimally and efficiently.</p> <p>Annual budget is planned, developed and</p>

Generic Accountabilities	End Results/ Outcomes
	<p>delivered. Value for money is maximised.</p> <p>Financial expenditure and financial integrity are controlled to assure regulatory and Council policy compliance.</p>
<p>Ensure the necessary standards relating to safeguarding best practices/protocols are effectively communicated, monitored and maintained.</p>	<p>Safeguarding standards are monitored and maintained in compliance with Council policy.</p> <p>Appropriate safeguarding training is provided.</p>
<p>Implement a risk management programme and advise on issues affecting Council service areas.</p>	<p>Business threatening situations are recognised, planned for and managed or escalated as appropriate.</p> <p>Systems and governance are in place to and respond promptly to critical events.</p> <p>Continuous service is provided.</p>
<p>Ensure the successful implementation of health and safety legislation, policies and practices.</p>	<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>

Job Specific Accountabilities:	End Results/ Outcomes
<p>Supporting the AD Transformation with the design, implementation and delivery of portfolio and programme management within the Council</p>	<p>Developing and managing a portfolio management methodology within the Council and supporting its implementation</p> <p>Regular meetings with Delivery Leads, other Programme Managers and Project Managers to provide assurance on delivery</p> <p>Delivering deep dives on programme and projects where concerns have been raised about chances of success</p> <p>Embedding the approach to Portfolio, Programme and Project Management Reporting</p>

Job Specific Accountabilities:	End Results/ Outcomes
<p>Lead on the development of clear, service-led briefs to inform asset solutions and business cases for change.</p>	<p>Service leads are supported to define and articulate service need, demand pressures, statutory requirements and desired outcomes.</p> <p>Options appraisals are effectively carried out to test asset and non-asset responses to identified service need, including costs, benefits, risks, and deliverability.</p> <p>Clear, consistent, and data-led service briefs are produced for priority service areas, with supporting financial analysis.</p> <p>Service requirements are well-defined, agreed with services, and communicated clearly to property and delivery teams.</p> <p>Asset proposals are grounded in demonstrable service need rather than assumed solutions.</p> <p>Investment-ready business cases are prepared that establish the strategic, economic, commercial, financial, and management case for asset-based service solutions aligned with council priorities and reflective of the council's financial position.</p> <p>Senior Officers and Members are well-informed, and governance is utilised to support decision making.</p>
<p>Lead liaison between the property team and services</p>	<p>Act as the interface between services and property and capital delivery teams to ensure service briefs are clear and sufficient to inform feasibility, design, and delivery activity.</p> <p>Ensure proposed service solutions are proportionate, affordable, and capable of delivering the intended service outcomes.</p> <p>Maintain a clear line of sight from service pressure through to asset solution and benefits realisation.</p>
<p>Use data and insight to shape service-based solutions</p>	<p>Service demand, performance, financial, and outcomes data is analysed and interpreted to identify priority areas for asset intervention.</p> <p>Data is clearly presented and usable by decisionmakers.</p> <p>Investment decisions are evidence-led and targeted at the most pressing service pressures across a short, medium to long term period.</p>
<p>Establish excellent relationships with senior Political Leadership, Council</p>	<p>Single point of contact for senior stakeholders.</p>

Job Specific Accountabilities:	End Results/ Outcomes
Leadership team, staff at all levels, peers, external bodies and all stakeholders.	<p>Communications through the life cycle of programmes and projects are clear and well managed.</p> <p>Exercise political judgement and astuteness in understanding and working with complex policy, and diverse interest groups.</p> <p>Work effectively within complex and ambiguous structures to achieve results where resources may not be under the direct control of the role.</p>
Actively contribute to the successful delivery of the vision for Waltham Forest and work with colleagues to continuously innovate the wider service.	<p>Opportunities for collaboration are identified & acted on.</p> <p>Excellent relationships with peers are developed and maintained.</p>
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
To create business cases, option appraisals, project workbooks and follow project planning processes for the development and delivery phases of projects	Effective reporting and action planning is in place to manage complex projects to stipulated targets and mitigate risks
To deliver their allocated projects on time and within budgets	Projects are delivered within budget and on time
To maintain accurate high-quality reporting of projects and programmes of work through the programme management office	Risks and issues are effectively managed throughout the programme.

Nature of Contacts
<ul style="list-style-type: none"> • Frequent contact with AD Transformation, Head of Strategy and Change, Senior Programme Managers, Programme Managers and Project Managers. • Frequent contact with the Corporate Director of Capital Strategy, Delivery & Estates and Property and the Asset Transformation Lead. • Interaction with others and the ability to successfully influence and motivate are fundamental to the role. • 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 required.

Procedural Context

Reports to: Head of Asset Transformation (Capital Strategy, Delivery and Estates)

Responsible for supporting and reporting on the delivery of the Transformation Portfolio.

- 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 Mission Waltham Forest and the Corporate Transformation Programme.

Resourcing

Budget Responsibilities: Programme and project budget management.

Supervisory Responsibilities: Management of project teams such as but not limited to Senior Project Managers, Project Managers and Project Coordinators.

Competency level: Senior Manager

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 experienced by those stakeholders.
- Demonstrable experience of developing clear, service-led business cases and strategic briefs, using data and evidence to define need, appraise options, and support investment and asset-based decisions.
- Strong experience of options appraisal, affordability analysis, benefits definition, and risk management to inform senior officer and Member decision-making.
- Experience of influencing and coordinating activity in a matrix environment, where delivery relies on collaboration.
- 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.
- 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, programmes and the portfolio 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, Agile

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.