

ROLE PROFILE	
Role Title	Programme Manager
Job Family	Strategy and Change
Competency Level	PO8
Purpose	
<p>The Family First Partnership (FFP) programme is reshaping early help, targeted support, and multi-agency child protection into a cohesive, preventative system. By integrating professionals such as family support workers, social workers, and specialist practitioners, FFP aims to intervene earlier, reduce escalation, and minimise unnecessary statutory interventions.</p> <p>This Programme Manager role is central to driving this ambitious reform. Working closely with the Implementation Lead, the postholder will oversee the end-to-end delivery of the programme, ensuring strategic alignment, robust governance, and measurable impact. They will coordinate delivery across workstreams, manage risks and interdependencies, and report progress to senior leadership.</p> <p>The role demands a skilled programme professional with experience leading complex, cross-cutting transformation in children's services. They will ensure the FFP vision translates into tangible change by embedding strong programme discipline, supporting continuous improvement, and enabling integrated working across operational and strategic partners.</p> <p>This post is key to ensuring that the scale and ambition of the Social Care reforms are delivered effectively, sustainably, and with pace.</p>	
Generic Accountabilities	
<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>
<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>Address operational performance to ensure a clear focus maintained on customer service delivery and</p>

	achieved high levels of performance by staff through actively fostering a positive organisational culture.
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.
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<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>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>
<p><i>Job Specific Accountabilities End Results/Outcomes</i></p>	
<p>Manage programmes and projects to ensure they deliver the required outcomes and benefits.</p>	<p>Oversee planning, mobilisation, delivery, and evaluation of key programme components, including:</p>

	<p>Implementation of the Children with Disabilities Team and associated practice improvement journey</p> <p>Redesign of front door pathways and thresholds, embedding Early Help and demand management approaches (e.g., green Merlin process in MASH)</p> <p>Transformation of Family Group Conferencing (FGC) and Family Group Decision Making (FGDM) approaches, extending application across the continuum</p> <p>Design and implementation of a new Multi-Agency Child Protection Team</p>
To plan, direct, and coordinate activities to manage and implement interrelated projects from proposal or initiation to final operational stage.	<p>Develop and maintain the programme plan, risk register, and resource management frameworks</p> <p>Ensure alignment with the broader Family First reforms and the council's strategic objectives (e.g., Mission Waltham Forest)</p>
To build strong working relationships with key stakeholders across the Council.	<p>Lead stakeholder engagement activity across statutory partners, regional forums, and DfE</p> <p>Ensure communication and engagement plans are inclusive and support cultural and behavioural change</p>
Manage complex multiple project teams as required to ensure that they meet their objectives and address any issues as appropriate.	<p>Establish KPIs and impact measures aligned to Family Help outcomes and national reform metrics</p> <p>Lead on programme reporting to senior stakeholders, including elected members, DfE, and partnership boards</p> <p>Embed evaluation and learning loops across all programme areas to inform continuous improvement</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>Share learning, data, and insight across both roles to support integrated working</p> <p>Ensure that implementation support and programme oversight remain joined up and mutually reinforcing</p>

Nature of Contacts

Frequent contact with Corporate Director, Assistant Director, Heads of Service, and senior representatives from external organisations, providing expert advice, guidance and support on complex issues.

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.

Procedural Context

Work within a policy framework and regulatory guidelines, applying knowledge of systems, procedures and best practice. Work to broad managerial direction, within a policy framework to ensure performance standards are met within a framework of policy and legislation.

Control the deployment and allocation of service resources within overall corporate and legislative frameworks. Accountable for the performance of the service area against agreed objectives. Develop service plan for area of responsibility and contribute to term wider service planning. Professionally accountable for interventions within area of responsibility.

Manage complex issues within a framework of policy and procedures. Creative and innovative problem solving of complex issues, often in situations where there is ambiguity, and a significant degree of judgement is required in relation to risks outside the remit of existing policy. Think and act strategically in decision making in a complex professional and political environment.

Development of policies and procedures and strategy for own area. Lead in partnership development, working with a range of agencies and extended services to meet strategic, legislative and Government policy requirements.

Occasionally the post will be expected to work from other locations.

Key Facts and Figures

Monitoring and controlling financial transactions/information.

Oversight of Family First budget.

Resourcing

No line management responsibilities

Post holder report into the Senior Programme Manager with a dotted line of reporting to the Corporate Director Children's Social Care

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 standard or equivalent

Relevant professional qualification or experience in change, projects or policy (project management, change management, 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.