People Transformation Programme

Programme Manager - People
Job Description and Person Specification

April 2021

Job description

Job Title:	**Programme Manager – People**
Service Area:	**People – Delivery**
Function:	**Delivery**
Team:	**Programme Management**
Post number:	
Grade:	**LBR16**
Hours/weeks: *E.g. 36 hours/52.14 weeks*	**36 hours / 52.24 weeks**
Base location:	**Flexible home and office based.**
Reports to: *Job title*	**Head of Delivery**
Responsible for: *Job titles of direct reports*	**Up to 4 Project Managers** **Up to 4 x Project Support Officers** **Matrix management of staff delivering workpackage on behalf of projects**
Role purpose and role dimensions: *Overview of the job*	The Programme Manager is responsible for the delivery of the People Transformation Programme and ensuring that the benefits identified maximises the anticipated benefits. Ensuring that the desired results are achieved, resources used efficiently and the Programme Board are satisfied with outcomes. The Programme Manager will take overall responsibility for risk and issue management, stakeholder engagement, planning and forecasting, business case creation, representing the Delivery team, achieving set deliverables and ensuring that benefits are realised. The main duties and responsibilities include: • To lead the coordination of the programme and realisation of benefits, including issue, risk and budget management. • To lead on managing the governance processes for the programmes, ensuring that effective, risk based decisions are made to progress the programmes in a timely fashion. • Working at all levels of the Council to ensure programmes are delivered on time, on budget and benefits realised. • To lead and add to the development and promotion of the use of best practice programme and project management – so that the complex risks within projects are appropriately managed. • Coach and work closely with senior stakeholders and project managers offering specialist expertise, advice and direction on issues surrounding the change programme • Negotiate with and influence senior stakeholders to unblock issues escalated to programme manager • Work with the Sponsor to ensure managers at all levels adopt the new ways of working that will deliver the programme benefits • Working in collaboration with the Engagement & Development Manager to provide direction for the organisational and cultural change required to implement successful new business models, ensuring appropriate consultation and engagement with key stakeholders including staff. • Manage the programme staffing and savings budgets, monitoring costs, expenditure and distribution of funding to ensure efficient and effective use of budgets. • Manage communication and approve communication strategies to engage and influence all relevant parties including staff, customers and senior management to support the change approach; ensuring all parties are appropriately briefed

Key external contacts: *Organisations*	Members; All levels of management across Local Government, Key partners and stakeholders; Contractors and Suppliers.
Key internal contacts: *Job titles or groups of staff*	LBR Corporate Directors, LBR Operational Directors, Heads of Departments; LBR senior managers, LBR officers at all levels, (all are both operational and support based contacts).
Financial dimensions: *Budgetary responsibility & amount.* *Equipment, cash, property etc. for which employee is responsible.*	Programme managers are likely to be expected to deliver multi-million pound change projects with multi million pound savings targets.
Key areas for decision making:	The post will be subject to continual change and involves the consideration of conflicting priorities. This will involve a high level of discretion and include: • Strategic Management of the People Transformation Programme • Authorisation of funding up to £50,000 • Allocation of people and other resources • Staffing structures • Evaluating and highlighting risks and issues across a multitude of deliverables • Evaluating and monitoring benefits realisation • Evaluating resource allocation • Evaluating the benefits and risks of bidding for external contracts • Evaluating and noting interdependent deliverables • Evaluating and planning programmes/projects • Evaluation of the effectiveness of a range of different services relevant to the post holders responsibilities including the provision of IT to enable the change process • Judgments regarding how the programme could be remodelled and improved • Decisions regarding staff members under the various HR policies, including disciplinary, grievance, sickness absence etc. • Decisions in what proposals to recommend to the sponsor • Programme contingency planning
Other considerations: *E.g. working patterns*	Need to work across multiple locations within the Borough. Due to the diverse nature of the role extended hours will be required occasionally. Attendance at Committees and public meetings as required as will occasional evening meetings. Deputise for the Head of Delivery as required

Key accountabilities and result areas:	Key elements:
Governance & Control	This will involve: • Implement consistent governance standards across the programme, including tracking, monitoring and updating the status of programme deliverables • Manage the Directorate's Risk Management system. • Ensure robust, programme controls are in place and are managed • Manage and own the programme level risks and issues register • Ensure Council audit processes are adhered to • Liaise with senior managers across the Council to ensure project plans are deliverable within stakeholder operational pressures • Conduct programme team meetings to provide status updates and identify and resolve issues • Ensure the production of regular programme updates which are to be provided to the relevant Programme Board. • Undertake robust change control for all changes to scope, quality, benefits, timescales and resources of the programme. • Formulate a robust benefits realisation plan to identify, monitor and manage all programme benefits throughout the lifecycle of the programme and after implementation.

| Planning, Reporting & Control | This will involve:
- Develop, manage and own the programme plan, seeking contributions from Project Managers, stakeholders, support services and service implementation leads to ensure that the programme standards and planning meet best practice
- Organise workshops to identify areas of improvement for projects, documenting recommendations and presenting them to the Programme Sponsor
- Implement project standards across all projects in the portfolio
- Prepare, own and present consolidated material from project reports for monthly reports
- Distribute monthly programme level reports
- Develop and communicate clear and actionable deliverables, or activities to be completed |
|---|---|
| **Management of officers on the Transformation Team.** | This will involve:

- Line management in line with Council policies and procedures
- Coach, monitor and development of programme resource
- Being an effective strategic leader and providing a high quality example for other staff.
- Recruit staff required for programme |
| **To promote and embed a culture of change and ongoing professional development across the authority.** | This will involve:

- As a senior member of the Transformation Team, develop a collaborative relationship with colleagues taking key strategic decisions together, supporting and challenging across all issues and where necessary shifting resources to other priorities.
- Develop a strong change management culture, collaborating with leaders across relevant departments/directorates to facilitate transformational change whilst acting as a role model with regards to all of LBR's values and behaviours
- Provide effective visible leadership to your team ensuring that innovative products and services are developed within a positive and performance focused environment
- Ensure the ongoing professional development of the team encouraging individuals to set challenging objectives, work with and learn from one another and promote this ethos widely |
| **Project Prioritisation and Portfolio Alignment** | This will involve:

- Managing the portfolio of multiple projects within the programme, each with varying priority, timelines and resource requirements
- Responsible for balancing projects and communicating priorities internally
- Create a programme dashboard, which outlines both the projects currently underway and those on the backlog, with their priority according to the overall business objectives
- Adapt plans based on evolving needs, conditions or issues that may arise and ensure on-time, high-quality delivery in accordance with the stated project goals |
| **General accountabilities and responsibilities** | |
| **Green Statement** | This will involve:
- Seeking opportunities for contributing to sustainable development of the borough, in accordance with the Council's commitment to making Redbridge a cleaner, greener place to live. In particular, demonstrating good environmental practice (such as energy efficiency, use of sustainable materials, sustainable transport, recycling and waste reduction) in your job. |
| **Data Protection/Confidentiality** | This will involve:
- Complying with the Data Protection Act 1998 – treating all information acquired through your employment, both formally and informally, in strict confidence and in accordance with Caldicott principles.
- Complying with the Code of Conduct, other practice guidelines and the rules and protocols defining employees' access to and use of the Council's databases and systems. Any breaches could result in disciplinary measures.
- Maintaining client records and archive systems in accordance with departmental procedure, policy and statutory requirements. |

Conduct and Whistleblowing	This will involve: ▪ Complying with the requirements of the Code of Conduct and maintaining high standards of personal conduct, honesty and integrity. You have a duty to raise any impropriety or breach of procedure to the appropriate level of management. Employees making such disclosures (whistleblowing) are protected and may make them without fear of recrimination.
Safer Working	This will involve: ▪ Commitment to safeguarding and promoting the welfare of children, young people and vulnerable adults. The Council will require an enhanced CRB Disclosure check and references will be taken up prior to interview.
Equalities	This will involve: ▪ Complying with the Council's strong commitment to achieving equality of opportunity and outcomes in its services to the community and in the employment of people. You are expected to understand, comply with and promote Council policies in your work, to undertaken any appropriate training and to challenge any prejudice and discrimination.
Customer Care	This will involve: ▪ Complying with corporate and service area customer service standards and promoting the development of high quality, individualised and customer-led services.
Health and Safety	This will involve: ▪ Being responsible for your own Health & Safety, as well as that of colleagues, service users and the public. Employees should co-operate with management, follow established systems of work, use protective equipment where necessary and report defectives and hazards to management.
To contribute as an effective and collaborative member of the team	This will involve: ▪ Taking responsibility for continuing self-development and participating in training and development activities. ▪ Participating in the ongoing development, implementation and monitoring of the service plans. ▪ Supporting and contributing to value for money, service efficiencies and improvements.
Flexibility	This will involve: ▪ The above-mentioned duties are neither exclusive nor exhaustive. From time to time you may be required to undertake responsibilities outside the normal remit of your Job Description as required by the line manager, and are broadly within your the grading level and competence.
Management	▪ Ensure that staff have monthly one-to-ones and two formal reviews per year. ▪ Ensure that all team managers are competent to carry out their duties and responsibilities. ▪ Manage within the allocated budget unless agreed otherwise by the Chief Officer. ▪ Write and prepare complex reports for Cabinet, Council Committees, Management Board and other meetings. ▪ Initiate continuous improvement projects and initiatives to ensure best value for the Council and communities.

Person specification

Job Title:	Programme Manager (SMART)		
	Method of candidate assessment: A = Application form I = Interview T = Test. Weighting: 3 = most important, 2 = least important	**A - I – T**	Weighting
Minimum education/ qualifications:	• Programme Management qualification and/or experience • Prince 2 Project Management Certification • Agile Project Management Certification • Education to a degree level or experience	A – I A – I A – I A – I	3 3 2 2

Minimum experience/ knowledge/ skills:	Experience: At least five years of change/project/programme management experience, which will have included:		
	• Partnership work;	A/I/T	3
	• Work in multi-cultural diverse communities;	A/I/T	3
	• Managing and supervising staff;	A/I/T	3
	• Strategic management;	A/I/T	3
	• Experience of managing programmes, or exposure to the end to end project lifecycle, or managing substantial parts of the project lifecycle	A/I/T	3
	• Cross Cutting Project and Programme Management;	A/I/T	3
	• Performance Management;	A/I/T	3
	• Managing budgets, contracts and other resources;	A/I/T	3
	• Working with and presenting to senior members of the organisation	A/I/T	3
	• Experience of working within a structured programme/project management framework	A/I/T	3
	• Knowledge of project management tools, methodologies and techniques	A/I/T	3
	• Experience of using MS Project.		
	Cross cutting skills:		
	• The ability to demonstrate skills in the areas of experience outlined above and required for this job.	A/I/T	3
	• Excellent leadership skills.	A/I/T	2
	• Ability to take a strategic overview and develop effective and responsive medium/long term plans.	A/I/T	3
	• Strong communications skills, both written and verbal	A/I/T	3
	• Understanding of the importance for detail and organisation		
	• Skill at managing stakeholder groups and balancing diplomacy and tact with assertiveness	A/I/T	3
	• Very good prioritisation skills to balance key priorities	A/I/T	3
	• A strong customer centric approach.	A/I/T	3
	• Capacity to interpret and process complex information and reach valid conclusions/decisions/recommendations.	A/I/T	3
	• Ability to understand and manage complex issues and analyse the risks.	A/I/T	3
	• Effective and timely decision making that takes into account available information and assessment of risk.	A/I/T	3
		A/I/T	3
	• Ability to accomplish challenging objectives and achieve high standards of quality.	A/I/T	3
	• Adaptable to working with a variety of situations, individuals or groups, with the ability to demonstrate sound political judgment & sensitivity.	A/I/T	3
	• Team player with the ability to contribute at a corporate level.	A/I/T	3
	• Ability to manage and motivate a diverse range of staff and managers.		
	• Ability to provide effective supervision, to set relevant performance objectives and appraise staff.	A/I/T	3
	• Ability to assess accurately staff skills and team performance, and to provide structured feedback.	I/T	3
	• Ability to develop, implement and evaluate a range of effective interventions within the scope of this post.	A/I/T	3
	• A good level of IT competence, with a willingness to develop this skill further.	A/I/T	3
	• Thorough knowledge of financial and resource management	A/I/T	3
	• Knowledge of IT infrastructure and technologies used to support Council services.	A/I/T	3

Minimum competencies: Driving Improvement	• Strong track record of delivery with experience of successfully delivering change, efficiencies and business transformation processes	A – I	3
	• Strong commitment to delivering excellent services to customers	A – I	3
	• Strong focus on realising benefits	A – I	3
	• Seek continuous improvement to methods of work and personal improvement	A – I	3
	• Gives clear and honest feedback to colleagues and partners and embraces feedback about their own job performance	A – I	3
	• Has a high level of personal 'drive', energy and enthusiasm, able to demonstrate a capacity for sustained effort and performance	A – I	3
	• Experience of managing complex projects or programmes, delivering against the programme plan, managing risks and reporting progress	A – I	3
	• Is energetic, determined, positive, confident, goal focussed and consistent - even under pressure	A – I	3
	• Enable senior managers and staff to understand and support business transformation, drawing on evidence as appropriate	A – I	3
	• Proven track record of managing change with relation to planning, risk and issue management, change control and relaying key information.	A – I	3
Customer Service	• Experience of working positively with diverse communities.	A – I	3
	• Experience in delivering large scale customer orientated redesign in line with associated strategy.	A – I	3
	• Confident in engaging at all levels of an organisation (internal and external).	A – I	3
	• High level of written and oral communication	A – I	3
	• Understands the needs and priorities of stakeholders, incorporating this into overall planning and monitoring.	A – I	3
	• Builds trust and demonstrates integrity in all circumstances.	A – I	3
	• Lead the cultivation of productive relationships at all levels of the organisation and with suppliers	A – I	3
	• Understand the needs of the internal & external customers and keep them with any commercial aspects in mind when taking actions or making decisions	A – I	3
Adaptability	• Be flexible and have the ability to adapt to different challenges.	A – I	3
	• Willingness to shift and amend plans in line with corporate priorities	A – I	3
	• Adapting outputs to policy/legislation changes	A – I	3
	• Strong willingness to adapt to a changing landscape	A – I	3
	• Make decisions at the appropriate time, taking into account the needs of the situation, priorities, constraints and the availability of necessary information	A – I	3
	• Able to manage a heavy workload and deal simultaneously with a range of tasks, activities and projects;	A – I	3
Communicating and Influencing Others	• Able to present complex issues to and communicate effectively with a range of audiences;	A – I	3
	• Able to develop and maintain relationships with politicians and colleagues;	A – I	3
	• Confident communicator	A – I	3
	• Ability to present facts in a multitude of ways to achieve a common purpose and the right direction of travel	A – I	3
	• Challenge, negotiate and influence senior managers and others where required	A – I	3
	• Experience of stakeholder engagement and influencing at all levels of a Local Government environment	A – I	3
	• The demonstrable ability to manage change and business transformation at a senior level	A – I	3

Analysis and Judgement	• Understand the value of analysis and making difficult decisions under pressure;	A – I	3
	• Ability to interpret source information and present it in a way that enables decisions for senior officers	A – I	3
	• Ability to understand and interpret risks and issues, prioritising those for review	A – I	3
	• Ability to build project and programme plans from source data	A – I	3
	• Ability to manage and interpret complex implementation budgets	A – I	3
	• Able to make tactical decisions and be accountable for them when under pressure;	A – I	3
	• Ability to collate information from a range of sources and devise a vision for the long term and create and implement plans to deliver the strategy.	A – I	3
	• Has a keen attention to detail and ability to understand complex information in a short period of time.	A – I	3
	• Ability to build project and programme plans from source data	A – I	3
	• Ability to manage and interpret complex implementation budgets	A – I	3
	• Ability to collate information from a range of sources and devise a vision for the long term and create and implement plans to deliver the strategy.	A – I	3
	• Ability to work cross directorate to achieve organisational goals	A – I	3
For those with managerial responsibility **Leading and Managing People**	Matrix management responsibility:		
	• A strong leader with energy and credibility, able to motivate a large diverse set of teams, achieving objectives and delivering consistent performance at the highest level;	A – I	3
	• Is effective in unifying and creating teams of people with disparate skills	A – I	3
	• Strong coach and developer of people	A – I	3
Strategic Perspective	• Instrumental in the forward planning and visioning of Council change, with a heavy emphasis on the "Ambitious for Redbridge" strategic aims.	A – I	3
	• Has the ability to see the bigger picture whilst delivering short term goals;	A – I	3
	• Able to prioritise and manage report on complex programmes of work	A – I	3
	• Delivers change in line with strategic aspirations of the Council	A – I	3
	• Is courageous and decisive, prioritises effectively, maintains a clear focus and sees action through to delivery	A – I	3
	• Able to work with autonomy to deliver common goals	A – I	3
	• Strives to do the "right thing", not just the "easy thing"	A – I	3
	• Understanding the financial constraints and wider issues facing local government	A – I	3
Other job requirements	• Demonstrate the highest standards of conduct and integrity.	A – I	3
	• Able to implement effective diversity policies	A – I	3
	• Commitment to promoting diversity in the workplace	A – I	3
Signature of Employee:	Name:	Date:	