

**LONDON BOROUGH OF HAVERING
Job Profile**

Job Title: Programme Manager – Customer Services

Directorate: Culture and Community

Responsible to: Group Director Culture & Community

Responsible for: Project Managers
Programme/Project Support Staff
Matrix management of other resources seconded to the programme

Functional links: Corporate, Group and Service management teams, Transformation Programme Manager and Team, other Council Services, Councillors, external Partners and Suppliers

Main Purpose of the Job:

1. Lead and manage the Customer Services Transformation Programme
2. Establish and manage an effective programme structure and team to deliver the Programme
3. Monitor and performance manage progress of the Programme, ensuring stakeholders are engaged and that risks are effectively identified and managed
4. As part of the Havering 2014 Transformation Team, ensure that the Customer Services Programme remains aligned with corporate strategy and contributes to the Council's overall Transformation objectives

Major Duties (including Responsibilities and Accountabilities)

1. Lead and manage the Programme

- 1.1 Plan, design and establish an effective outcome focussed programme to deliver the required Transformation.
 - 1.2 Develop the full Business Case for the Customer Services transformation programme and secure approval and cross Council support for programme delivery.
 - 1.3 Lead the programme team and act as the representative of the programme on behalf of the Programme Board
 - 1.4 Manage the programme in accordance with the agreed plans to deliver the required business, service or customer outcomes.
 - 1.5 Establish and implement an effective benefits management framework.
 - 1.6 Establish and coordinate the programme's component projects and other activities.
 - 1.7 Establish, agree and manage the programme budget.
 - 1.8 Maintain the overall integrity and coherence of the programme and the programme environment.
 - 1.9 Identify and manage effective stakeholder relationships and communications at all levels
 - 1.10 Ensure procurement of goods and services is effectively managed across the programme.
 - 1.11 Maximise the efficiency of resources used across the programme.
 - 1.12 Work with Service Managers and the Business Change Manager(s) to ensure an effective implementation of the new operating model and capabilities, and that programme benefits are realised.
 - 1.13 Establish and maintain effective working relationships with any Partners in the programme, where necessary managing any partnership programme activity.
- 2. Establish and manage an appropriate programme structure and team to deliver the Programme**
- 2.1 Identify the required resources and establish and maintain an effective structure to deliver the programme and its component projects, appropriate to each stage of the programme.
 - 2.2 Facilitate the recruitment of appropriate resources to the programme and project delivery teams.

- 2.3 Line management and performance management of programme and project staff (contract and employees) and matrix management of other staff seconded to working on the programme.
- 2.4 Establish appropriate governance arrangements for the programme, and any component projects, in line with the overall Transformation governance approach.
- 2.5 Ensure the effective coordination and management of external and third party suppliers to the programme.

3. Monitor and control progress of the Programme

- 3.1 Establish and implement effective management, control and reporting processes.
- 3.2 Identify and effectively manage programme risks, issues and changes.
- 3.3 Ensure products and services delivered through projects or other programme components meet programme requirements in respect of quality, cost and time.
- 3.4 Monitor and control programme progress, identifying issues or problems and initiating appropriate management interventions.
- 3.5 Ensure regular and structured programme progress and performance reporting to the Programme Board and Transformation Programme Office.

4. As part of the Havering 2014 Transformation Team, ensure that the Customer Services Programme remains aligned with corporate strategy and contributes to the Council's overall Transformation objectives

- 4.1 Liaise with the key stakeholders ensuring coherence and alignment of the programme within the overall Transformation vision, blueprint, design and corporate operating principles.
- 4.2 Work with the Transformation Programme Manager and other managers in Havering's Transformation team to coordinate the programme, including its component projects and resources, with other Transformation programmes, maximising efficiency and coherence.
- 4.3 Ensure alignment with Transformation Programme Office standards, methods, plans, processes and approaches.
- 4.4 Establish and implement systems to provide progress, performance and other information needed by the Transformation Programme Office in its role as 'information hub' for the Council's Transformation.
- 4.5 Contribute to the effective management and coordination of cross-cutting transformation plans, issues and risks.



5. Financial/Resource responsibility

- 5.1 The post-holder will have responsibility for advising Directors on the management of the transformation programme. As such any inappropriate advice or failure to raise significant issues could have a material impact on the Council's Transformation Programme.
- 5.2 The post-holder will be the cost centre manager and authorised signatory for invoices and expenses in respect of the programme budget.
- 5.3 The post-holder will have responsibility for management of the Programme budget, including responsibility for allocating and monitoring spend and making monthly reports to finance and CMT.

6. Additional requirements

- 6.1 The post-holder will comply with Health and Safety Regulations associated with the position.
- 6.2 The post-holder may be required to work in any one of the Council's sites, or from any programme partners' sites.
- 6.3 Undertake other management responsibilities as may be assigned from time to time by the Council.
- 6.4 The Council has a strong commitment to achieving equality of opportunity in its services to the community and in the employment of people. It expects all staff to understand, comply with and promote its policies in their own work, and to undertake any appropriate training.
- 6.5. The post-holder may be required to perform duties, or manage projects or programmes, not specifically identified in the job profile but which are in line with the general responsibilities of the post.

**London Borough of Havering
PERSON PROFILE**

Programme Manager – Customer Services

	Requirements	Essential	Desirable	Assessment Method
PART ONE: Experience				
E1	Proven track record of successfully defining, initiating and managing complex change management programmes, service re-designs and/or reviews leading to efficiencies, cost savings, etc. in a large and complex public or private sector organisation	Y		Application form/interview
E2	Experience of leading a complex Customer Services or IT-enabled change programme in a large and complex organisation.	Y		Application Form/interview
E3	Line management experience (preferably in Customer Services) with a proven track record of motivating and leading change across multiple projects, in a large and complex organisation	Y		Application Form/interview
E4	Experience of quickly building strong working relationships across various stakeholder groups (internal and external), including public/private sector partnerships, for example	Y		Application Form/interview
E5	Experience of managing complex budgets and delivering cost savings	Y		Application Form/interview
E6	Experience of effective procurement, supplier and contract management	Y		Application Form/interview
E7	Experience of producing deliverable business cases	Y		Application Form/interview
PART ONE (cntd): Qualifications				
Q1	Evidence of appropriate programme/project management training e.g. MSP, Prince2, APM or CMI is desirable		Y	Application Form
Q2	Evidence of continuous professional development	Y		Application Form
PART TWO: Skills				
S1	Excellent programme and project management skills	Y		Interview/ Assessment Centre
S2	Strong people management and leadership skills, demonstrating the ability	Y		Interview/ Assessment Centre

S3	to articulate and convey a clear vision and maintain strategic leadership within a corporate context Good influencing skills, including cultural sensitivity and the ability to sell the vision in a style appropriate to the audience	Y		Interview/ Assessment Centre
S4	Proven interpersonal, political, stakeholder management and negotiation skills to influence decision-makers at the highest level	Y		Interview/ Assessment Centre
S5	The ability to write and present reports and papers about complex issues to a board range of audiences	Y		Interview/ Assessment Centre
Knowledge				
K1	Knowledge of transformation programme governance, design, definition and delivery approaches	Y		Interview/ Assessment Centre
K2	Good knowledge of customer services improvement in a large and complex organisation and an understanding of related key issues in local government	Y		Interview/ Assessment Centre
K3	Knowledge of (or familiarity with) public sector accountability and transparency	Y		Interview/ Assessment Centre
K4	Practical knowledge and understanding of Microsoft Office and other desktop IT applications, including MS Project	Y		Assessment Centre
Attitudes and Attributes				
A1	Future and strategically orientated, and able to think and work independently at a corporate level	Y		Interview/ Assessment Centre
A2	Ability to influence, challenge and negotiate with a wide range of stakeholders	Y		Interview/ Assessment Centre
A3	Excellent communication skills: verbal, written and presentational	Y		Interview/ Assessment Centre
A4	Creative and innovative, finding effective solutions to complex problems		Y	Interview/ Assessment Centre
A5	Ability to lead on multiple and wide ranging programmes and effectively balance competing demands	Y		Interview/ Assessment Centre
A6	Ability to adopt a coaching management style and take a collaborative approach to solution building	Y		Interview/ Assessment Centre
A7	Confidence-inspiring leader with charisma and credibility who can get people to modify their natural behaviours		Y	Interview/ Assessment Centre
A8	Ability to passionately articulate a benefits		Y	Interview/ Assessment Centre

	and outcome focused approach			Assessment Centre
	Working conditions/circumstances			
W1	Demonstrable understanding of and commitment to equalities and diversity in both service delivery to the community, in relationships with colleagues and in employment practices	Y		Interview
W2	Flexible approach to work to include attendance at evening meetings and weekends if required	Y		Interview