

Programme Manager (Change) - Candidate pack





Welcome from our Chief Executive

A warm welcome to new and potential employees from our Chief Executive, Kate Ryan.

One of the largest district council areas in the country, New Forest combines the beautiful and varied natural environment of a national park and coastline with thriving market towns. It's consistently ranked among the most desirable places to live in the country with the park at its heart and the majority of its 170,000 residents located on the periphery.

For us it's about creating thriving and safe communities and a strong economy, providing homes, and supporting the most vulnerable, responding to the climate and nature emergency, and delivering excellent services that are future proof.

The district will see major changes over the coming years, thanks to some of the south coast's biggest regeneration projects along the waterside. We have the Solent Freeport which includes Fawley Waterside, one of the south east's largest brownfield developments. We also deliver homes as a Council and work hard to meet the housing challenges in the area. We recognise that not all our communities are the same and work with our town and parish councils and local partners to better understand and meet the needs of all our residents, including the most vulnerable. With council commitment and

the Leader and myself championing these priorities there's never been a more exciting and transformative time to join us.

At the heart of delivering our priorities is our staff. We aim to be an employer of choice and I firmly believe that having the best staff, who are well-supported, is key to delivering the best outcomes for our residents. Building on this our transformation programme will invest in our staff, develop the skills and infrastructure we need and modernise our services at pace to be both financially and environmentally sustainable for the future.

We are looking to recruit people passionate about making a difference to our place. We also want you to be inspired by our values. We provide a supportive environment to develop and deliver and we work hard to earn the respect and trust of our residents. 78% tell us they are satisfied with the way we run things, so if you would like to join a council with a reputation for innovation and proactive working to deliver even better outcomes to strengthen our local communities, we encourage you to learn more about our roles on our website, newforest.gov.uk/jobs.



About us

With our main office based in Lyndhurst in the heart of the stunning New Forest National Park, New Forest District Council (NFDC) is an excellent place to work and thrive. We work together and with partners to provide a wide range of highly valued services to our community.

We believe that all our employees make a valuable contribution to the work of the council, and encourage a trusting and open culture where each employee is supported and respected, where ideas are actively sought, and self-development promoted.

93% of our residents think the New Forest is a great place to live. It really does have it all. It combines a stunning natural environment with thriving market towns whilst also including some of the south coast's biggest new developments. There are excellent schools and colleges as well as Bournemouth, Salisbury, and Southampton close by. The New Forest is a fascinating place that we will be delighted to introduce you to if you don't already know it.

About the forest

New Forest District really does have it all. It's one of the largest district council areas in the country, and combines a stunning natural environment with thriving market towns whilst also including some of the south coast's biggest new developments.

How to apply

To apply for this role, please see **newforest.gov.uk/jobs**. You'll be asked a few basic questions and then you'll be able to upload your CV and covering letter. Please remember to link your application to the job description at the end of this pack.



Getting to us at Appletree Court

Address:

Appletree Court
Beaulieu Road
Lyndhurst
Hampshire
SO43 7PA

Parking:

You will be able to park on site for free. Visitor's spaces are free to use outside the main entrance to the building.

Your interview:

If Lyndhurst, please allow plenty of time for your journey, as traffic in Lyndhurst can be rather heavy at times.

If you are invited to interview and there is anything we can reasonably adjust to make your experience more beneficial or constructive, please let us know at hr.admin@nfdc.gov.uk.

NFDC is committed to safe and fair recruitment, safeguarding and protecting those we serve. We make sure all our staff are vetted, selected, trained, and supervised fairly and to a high standard so that they can provide safe, effective, services to our communities.



Our commitment to equality, diversity, and inclusion

We're committed to our policies encompassing equal opportunities for the whole workforce, through training and our inclusive culture at NFDC. We remove discrimination against any employee in their access to employment, training, working conditions, promotion, or dismissal.

Equality objectives

Our external equality objectives are:

- to develop and provide services using data and insight to ensure that we meet the needs of our diverse communities

Our internal equality objectives are:

- to encourage diversity and champion equality within our workplace. We will develop and support an inclusive working environment where all staff are respected with zero tolerance of bullying and harassment

We are a member of the Disability Confident employer scheme. This means that we:

- seek to implement best practice in all ongoing and future work
- remove discrimination against any employee or applicant in their access to employment, training, working conditions, promotion or dismissal
- ensure our recruitment process is inclusive and accessible
- communicate and promote our vacancies in methods accessible for all
- offer interviews to any disabled person who meets the essential criteria for the role
- anticipate and make reasonable adjustments for staff and candidates, as required
- support existing employees who acquire a disability or long-term health condition



Find out more about the scheme at
gov.uk/government/collections/disability-confident-campaign



Our benefits

Flexible hybrid working (role dependant)

For the majority of our roles we're adopting a hybrid way of working, mixing both home and office working to help you balance your work and home life.

This will vary depending on individual job roles and there will be some roles which can offer more flexibility than others. You are welcome to discuss what options might be available at interview.

In addition, we have family friendly policies and (role dependant) there could be flexibility around the hours that you work.

Annual leave holiday entitlement

We offer a generous annual leave entitlement which includes:

- 28 days a year depending on the job you do, plus bank holidays and an extra day at Christmas
- an additional 5 days after 5 years of continuous local government service
- family friendly leave including maternity, paternity, adoption and parental leave - you could get up to a year off and that we pay more than the statutory minimum

Pay

Our roles are graded on salary bands, and subject to good performance, employees have the opportunity to progress through the pay band.

Salaries are paid on 20th of each month for the whole of that month by credit transfer to your bank account. Where the 20th is a weekend or bank holiday the credit transfer will occur on the previous working day. Annual pay awards are determined under the national pay bargaining arrangements.

Cycle to work scheme

This offers you a cost-effective way to purchase new cycling equipment.

The scheme is run by a salary sacrifice, which means that you won't need to pay tax or national insurance on the cost of your new bike and accessories, saving you between 33.25% to 43.25% on the total cost.

This reduced cost is simply deducted from your pay over 12 to 18 months.

Visit www.cycle2work.info for more information.

Pension

The local government pension scheme is an excellent benefit.

At New Forest, we make it simple, and auto-enrol all our colleagues into the scheme.

Employees pay a percentage based on their salary (between 5.5% and 10.5%). Did you know that the council contribute 18.4% of your pensionable pay each month? This amounts to thousands of pounds annually!

As a member of the scheme, you contribute to the scheme funds which enables you to build up a Defined Benefit (DB) pension pot. That means the Scheme will give you an income at your normal pension age linked to inflation which is guaranteed for life.

The benefits of the scheme are:

- an annual pension on retirement, based on the pension you build up
- a choice of tax-free lump sum when you retire
- payable from your normal pension age (usually linked to State Pension Age)
- voluntary retirement from age 55, normally reduced as it's being paid earlier
- an ill health pension from any age (subject to qualifying service)

A death in service lump sum of 3 times your pensionable pay, and a spouse, civil partner or cohabiting partner's pension, and eligible children's pension in the event of death

There's also a 50/50 section of the LGPS as an alternative to opting out. It is intended to be a temporary measure to assist members who may be suffering from financial hardship but still want their pension to grow. It allows you to remain in the scheme but pay half your normal contributions and build up half the normal pension. As a member of the 50/50 section you benefit from full life assurance cover, full ill health retirement cover, full survivor's benefits in the event of your death.

As a member of the scheme, you contribute to the scheme funds which enables you to build up a Defined Benefit (DB) pension pot. That means the Scheme will give you an income at your normal pension age linked to inflation which is guaranteed for life.

We have partnered with AVC Wise to offer you Shared Cost AVCs which are additional voluntary contributions you can make to your pension.

Additional Voluntary Contributions (AVCs) are a tax-efficient way to save for retirement. They provide an opportunity to supplement your Local Government Pension Scheme (LGPS) and build up an additional retirement fund.

Employee discounts

You will have access to a variety of employee discounts including:

- national discounts from many high street retailers including supermarkets, stores, restaurants and many more
- discounted membership at Freedom Leisure's New Forest centres

Unions

We are committed to actively supporting good employee relations and have in place collective arrangements for employee consultation and bargaining.

At present we formally recognise 3 trade unions; UNITE, GMB and UNISON.

Employee voice

At New Forest our employees are at the heart of what we do. We have a number of employee groups that we would encourage to be part of these include employee forum, equality, diversity and inclusion (EDI) and LGBTQ+. All of these groups are employee led with the support of our Chief Executive and senior managers. They are a safe place for open discussion and an opportunity to raise any concerns, in some cases directly to our Chief Executive.

Employee forum

Within our employee forum group which is hosted by CX, Leader of the Council and HR Service Manager, we have a selection of representatives from various service areas. We meet approx. 4 times a year, with a set agenda provided by the employees or CX if certain topics are to be covered. It is an opportunity to bring any concerns or questions directly to CX and SLT whilst also offering the opportunity for our CX to share up to date information on things happening around the council.

Equality, Diversity, Inclusion group

This group meets quarterly and enables employees with a shared interest in equality issues to come together to share ideas and information, consider concerns and generate solutions, celebrate achievements, network and provide mutual support.



LGBTQ+

This is a safe space for discussion of issues related to the network, to connect colleagues and build relationships across the council, provide support for peers and share knowledge and experiences between peers.

Employee wellbeing

We are an inclusive and supportive work environment that enables everyone to do their job to the best of their ability.

We have an assistance programme including an employee portal and telephone line which offers free, instant access to financial, legal, and emotional support. This includes up to 6 counselling sessions a year.

We pride ourselves by ensuring the wellbeing of all our employees is paramount, we have a selection of tools available for our employees, these include having qualified mental first aiders, our wellbeing champions. Offer of our employee support line, which is free and confidential to all of our employees. Wellbeing walks, these are set up by one of our wellbeing champions and invites anyone to join for a lunch time walk around the forest, an opportunity to meet people you don't usually work with. We have an away space available, this is open to all employees and is currently being used for those returning from maternity leave to allow them to express milk, a space for anyone to use as prayer and also a space to reflect and have calm.

We will make workplace adjustments where necessary for health reasons.

Our culture

We continuously strive to help people do their best by valuing their contributions and listening to what they've got to say about the work they do and by providing a healthy work environment with positive management support and encouragement for all our 780 employees.

We have an inclusive culture, everyone is welcome and diversity is celebrated.

Our people strategy



Our people strategy provides the direction to guide the organisation in how we engage and invest in our people and create the conditions to enable change.

We're passionate about delivering its aims to address key challenges and to be an employer of choice. The people strategy includes 4 themes:

- 1) Strong roots: building and aligning our culture, wellbeing and policies.
- 2) Connect: giving opportunities to build and strengthen working relationships across the organisation and with our partners
- 3) Grow: building our opportunities to learn and develop.
- 4) Empower: opportunities to find our own solutions unlocking potential and maximising performance.

Behaviours commitment

Our behaviours commitment builds through the strong roots theme and throughout all that we do. It defines how we go about our work, ensuring fair and consistent treatment, brings out the best in us all, giving opportunities to celebrate and improve towards better outcomes for people and performance and our commitment to being an employer of choice. It also helps to ensure the way we work together is fit for local government reorganisation and beyond. We have tools and practices in place so that we can each develop towards the behaviours and recognise and celebrate our successes.

Our values

Our corporate values are collective known as 'LEAF'. They underpin the culture and behaviours we are aiming for to achieve our commitment to becoming an employer of choice.



Learning

We learn from what we and others do well and where we need to improve, we support staff development and organisational growth



Empathy

We show kindness, actively looking to understand people's different needs, and ensure our services are responsive.



Ambition











We are ambitious for our people and our place, embracing innovation and best practice.



Fairness

We act fairly, honestly, and openly in all we do.

Our behaviours commitment

Our values	How we work	Behaviours we aim for	Examples of what good looks like	Examples of what we don't expect to see
 Learning	 Positive	Engages positively in team meetings and other organisational and learning activities. Proactively shares own learning, experience and best practice with others. Looks for opportunities and creates time to reflect and learn, develop skills and knowledge, and keep up to date. Influences peers in a positive way.	<ul style="list-style-type: none">• Responds positively to reasonable requests.• Shares learning from a course with wider team.• Uses initiative to research best practice and brings ideas.• Identifies own skills and knowledge gaps, and finds solutions to address them.	<ul style="list-style-type: none">• Spreads negativity.• Overloads others with information or learning.• Doesn't apply learning to real work situations.
	 Open and honest	Raises concerns. Tells the truth. Knows own strengths and weaknesses and asks for support or help when needed. Acknowledges and learns from mistakes. Gives constructive feedback to others. Sets realistic expectations for self and others.	<ul style="list-style-type: none">• Tells a colleague or manager when something doesn't feel right.• Owns up to a mistake as soon as realised.• Gives a customer a clear timeline for replying to them and takes action accordingly.	<ul style="list-style-type: none">• Hides information or mistakes.• Ignores issues/concerns.• Blames others.• Communicates unclear/unrealistic expectations.• Does not meet agreed timelines.
	 Empathy	 Adaptable	Is flexible and shifts priorities to meet the needs of the service. Communicates in a way that helps others understand. Recognises own and others emotional responses to situations and adapts as needed. Creates change and supports others through change. Takes well considered risks & opportunities. Acts upon feedback from others. Looks for solutions to problems.	<ul style="list-style-type: none">• Uses 1:1s or appraisals to reflect on how work could be done differently.• Identifies a problem and talks to others about possible solutions before taking it to a manager.• Tries doing something differently.• Steps out of comfort zone.
 Ambition	 Work together	Works effectively with others inside and outside the organisation. Makes connections and proactively seeks opportunities for joint working outside of team. Shares information with others to help them do their job. Helps others to resolve conflict & build trust. Understands other's experiences are different. Uses words of encouragement.	<ul style="list-style-type: none">• Finds out what other's objectives are on a joint project and helps meet them together.• Involves colleagues or customers in opportunities to shape services.• Supports and encourages colleagues to discuss challenges.	<ul style="list-style-type: none">• Ignores key stakeholders.• Avoids uncomfortable conversations.• Presents other people's ideas as own.• Doesn't work co-operatively with others.
	 Take pride	Celebrates own and others success. Communicates the importance and purpose of own work. Takes responsibility for own actions. Consistently strives for high standard of work. Challenges existing ways of working. Role models our values and behaviours. Is an advocate for NFDC and own profession.	<ul style="list-style-type: none">• Follows up with a customer to ensure they are kept informed.• Makes an effort to say thank you.• Tells others when someone has gone above and beyond.	<ul style="list-style-type: none">• Speaks about the organisation in a negative way.• Does the bare minimum required.• Doesn't complete agreed actions or communicate changed outcome.
 Fairness	 Respectful	Acts with kindness first. Seeks to understand the impact of actions and behaviours on others. Listens to others to understand different viewpoints. Anticipates & recognises the needs of others. Challenges inappropriate, offensive or discriminative behaviour. Shows respect to all colleagues and communities no matter who they are.	<ul style="list-style-type: none">• Stands up for a colleague who is subjected to unkindness.• Ensures everyone in a meeting can contribute.• Actively seeks and listens to professional expertise from other teams.	<ul style="list-style-type: none">• Treats people unfairly.• Makes others feel unable to contribute.• Doesn't speak up about inappropriate or offensive comments.• Sends rude or critical e-mails.



Our corporate plan

Our corporate plan plays a principal role in the strategic framework for the council. It is the overarching document that sets out our vision, values, priorities and commitments.

The plan focuses on the challenges we face, and all that we can do as an organisation to address them.

The plan builds on the foundations already laid out, maintaining our commitment to financial sustainability and excellence in service delivery.

Our corporate plan for 2024-2028 is a comprehensive roadmap outlining the vision, values, and priorities for the next four years.

It reflects a commitment to serving residents, improving communities, and safeguarding the unique environment of the New Forest.

Under the leadership of Cllr Jill Cleary, and Chief Executive Kate Ryan, the council aims to address key challenges and seize opportunities while prioritising people, place, and prosperity.

Our vision

To secure a better future by supporting opportunities for the people and communities we serve, protecting our unique and special place, and securing a vibrant and prosperous New Forest.

Our priorities

People

The council is dedicated to supporting vulnerable residents, addressing financial hardships, and ensuring access to affordable housing. Community engagement, homelessness prevention, and improving housing quality are central to this priority.

Place

Recognising the significance of the district's natural environment, the council aims to balance growth with conservation efforts. Strategies include sustainable development, climate resilience, and enhancing community spaces.

Prosperity

The plan seeks to foster economic growth while ensuring inclusivity and sustainability. Initiatives include promoting the Solent Freeport, supporting local businesses, and championing skills development and employment opportunities.

Future New Forest

Our vision for change is investing in our people and services to meet customer needs, protecting our finances and embedding sustainability to preserve our unique place by transforming tomorrow, together

Personal development

We are committed to invest in our people to ensure we have the skills, experience and equipment that we need, and development for all employees.

We offer a range of eLearning modules for all staff to complete, complemented by classroom learning. Soon we'll be implementing a dedicated Learning Management System which will complement our learning culture and offer a wide variety of learning material tailored to roles and we are rolling out a leadership development programme too.

We utilise apprenticeship training where appropriate, for new apprentices and trainee roles, as well as a training route for our existing employees.

We will also pay professional subscription fees if they are a required part of your role.

Appraisal, performance reviews

In addition to regular catch ups with your manager through 1-to-1 meetings or toolbox talks, all employees have a formal annual performance review with their line manager. This process is designed to agree objectives for the coming year, review the previous year and discuss performance and learning and development needs.



2024 Employee survey results

89%

have a good awareness of our values and behaviours

84%

say they have help and support within their teams

86%

feel they can discuss concerns with their manager

85%

have a positive relationship with their line manager

88%

have a strong sense that their work makes a difference

73%

believe NFDC delivers a good service to its residents and communities



81%

enjoy working for NFDC

76%

would recommend NFDC as a workplace.
That's up 14 percentage points from last year's survey.

77%

feel they have a good work and home balance

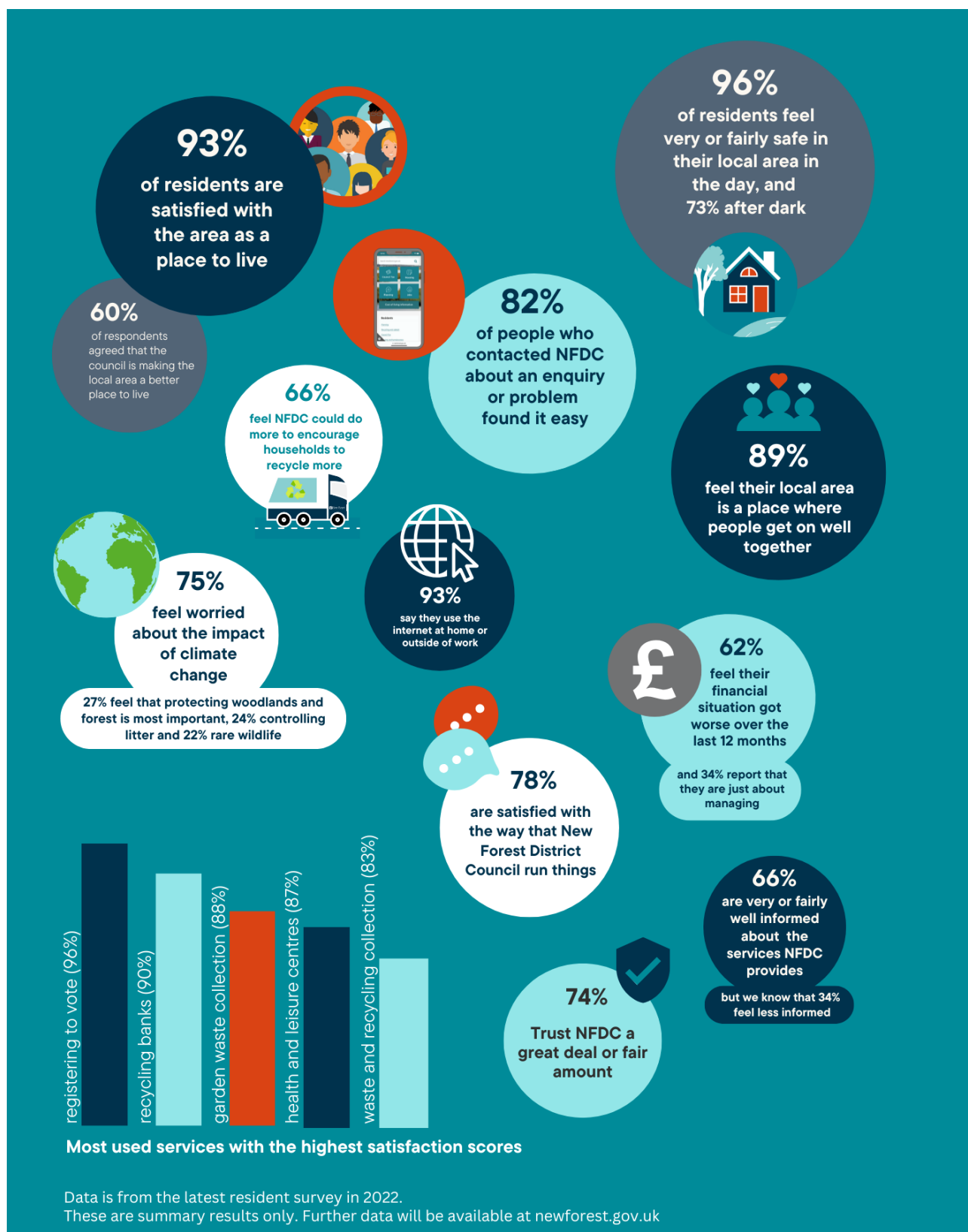


Employee response rate to this survey was up 16 percentage points from the last survey.

Most common words used by staff:

Inclusive, friendly, flexible, supportive, fair diverse, caring, welcoming.

Most recent resident insight survey results



Job Description

Job Title:	Programme Manager (Change)
Name:	
Department:	Corporate Resources S151 and Transformation
Service:	Transformation
Band:	9
Current Base:	Appletree Court
Post No:	
Politically Restricted:	No

2. Main Purpose: To project manage change activities across the organisation in support of significant change initiatives (including LGR) and transformation;

To contribute to the delivery of change by providing specialist support and advice to service areas throughout the organisation.

To ensure preparedness for local government reorganisation by leading and co-ordinating change and transition activities aligned with overall goals and objectives set.

3. Position Within Organisation:

Post Holder responsible to: Transformation and Improvement Manager

Post Holder responsible for: 1?

Post Holder responsible for budgets: No

4. Main Duties:

To develop and manage a rolling programme of projects to deliver significant and strategic change (including LGR) aimed at supporting the strategic direction and development of service across the organisation, adopting principles to deliver change objectives. Where necessary drawing up business cases and ensuring benefits are clearly identified and realised.

To work with transformation colleagues, the leadership team and partners to gather input, build consensus, and ensure smooth implementation of changes.

Assist in the strategic development and management of corporate projects within agreed timescales. Working to foster strong and effective relationships across departments, programme team, customers and external parties to enable buy in and delivery of programme and projects as necessary. Providing specialist advice, gathering data and information on demand, performance and customer feedback to drive transformational change and service improvement. Aligning service priorities with transformation and strategic change objectives.

Oversee project timelines, budgets and resources, ensuring all aspects of the programme are delivered on time and within budget, identifying risks and developing mitigation strategies to ensure successful delivery of the programme.

To co-ordinate the delivery of identified programmes, providing regular updates to the Transformation and Improvement Manager and other stakeholders on progress.

To provide project management capacity for large scale strategic projects to deliver the transformation and change programme, organisational development and a centre of expertise for Project Management.

To provide capacity to stimulate the development of cross cutting initiatives (e.g. with partners or across NFDC services) where efficiencies and/or business improvements can be achieved and join up opportunities and to engage with other local authorities to shape future direction based on lessons learned experiences and best practices.

To manage the Programme resources as allocated.

To provide support to the Transformation Manager on other service responsibilities commensurate with the level of the post i.e. reporting, governance of the programme and communications.

All employees are required to support the Council's safeguarding policy and undergo any associated training to ensure its functions are delivered having regard for the need to safeguard and promote the welfare of children, young people and adults at risk.

5. Skills, Knowledge & Experience:

Essential:

- Degree or equivalent experience in a relevant field
- Demonstrable strong project management experience and a proven ability to develop policy and strategy and implement change within their service area.
- Strong customer focus and knowledge and understanding of a customer led service delivery
- Sound financial management and ICT skills, including M365, project management and business improvement software
- High level skills in problem solving, analysis and interpretation of data
- Excellent interpersonal skills
- Ability to persuade and influence at a high level
- Must be a good team player. Versatility, flexibility and the will to assist colleagues outside of normal responsibilities
- The ability to work without direct guidance from the Transformation and Improvement Manager
- Membership of a relevant Professional Body or project management qualification
- Extensive post qualification experience

Desirable:

- Experience of working in the public sector
- Extensive experience in managing and developing staff
- Ability to use process mapping and project management tools

6. Problem Solving:

The post holder must be able to use their knowledge and understanding of the public sector and project management skills in order to exercise sound judgment and offer advice and innovative solutions to a range of service areas on a regular basis. The post holder will also be required to interpret and understand the Council's strategic direction and values with the ability to apply commercial awareness to problems and solutions.

The post holder will be required to interpret and analyse data to judge the appropriate response, often providing advice within urgent deadlines.

The post holder will be required to use their own initiative to find solutions to new problems and will require the use of knowledge and experience to do this. The post holder will be required to interpret legislation/National guidance and research in new fields.

The post holder will be regularly required to proactively challenge the status quo and facilitate change in an empathetic way that engages and supports service areas.

7. Decision Making:

The post holder is required to give specialist advice to management. This may involve interpretation of existing rules and procedures and could impact on council policies.

The post holder will need to research new processes/procedures and use judgment when applying and interpreting it within the Council.

The post holder will make decisions relating to value for money, business improvement, performance monitoring, in conjunction with the relevant Manager.

Decisions will be necessary to set objectives for the programme

8. Operational Responsibility:

The post holder will be required to manage, support and develop programme support roles . This will include the need to have an understanding of their role and duties.

The post holder will be required to provide specialist change and programme management advice to senior management, including EMT and input in to the strategic direction of the council for significant change initiatives.

In the absence of the Transformation and Improvement Manager the post holder will be the first point of contact for specific programme matters including LGR.

9. Communication:

The post holder will be required to relay often complex information to senior managers and elected members. The post holder will be required to influence and persuade others to ensure transformation projects and business improvements are fully implemented. External communication with customers, partners, consultants and suppliers will be necessary.

Internal – 80% External – 20%

10. Working Conditions:

Office based, with the requirement to attend meetings and workshops as required.

The Council operates a flexible 'hybrid' working policy and therefore will require working in the office together with remote working in accordance with this policy.

11. Signatures:

Job
Holder:.....Manager:.....

Date:..... Date:
.....