Post:	**Head of Programmes**
Delegated Authority	**Level 5**
Team:	**Opportunities Programme – Operations**
Responsible to:	**Assistant Director**
Responsible for:	**Managers & Coordinators**

Job Purpose

To bring together all of the opportunity work streams across the organisation into a deliverable programme operating consistently from a number of local hub sites & services.

Working to ensure that the programme content is developed and delivered to a consistent standard at all sites you will lead on the evaluation and dissemination of the program. This will include the Arts, Music, Sport, and Green Programme also the Recovery & Psychological Wellbeing elements of the programme.

The role includes the need to fundraise for the core programme infrastructure costs and you will be key in coordinating support for local team's structure as well as delivering bespoke programmes. The Head of Programmes will ensure the ongoing development of new content in response to the changing needs of clients, coordinating the accreditation of core modules.

You will lead on developing the profile of the unique programme strands both internally and externally. Working with communications to report on outcomes and promote the impact.

Key Accountabilities

1.0   Project Development & Management:

1.1   To support the senior team in the development and implementation of SHP's strategic plan for the opportunities programme.

1.2   Incorporate an evidence based approach to the overall structured programme.

1.3   Establish networks to support the programmes ongoing development.

1.4   To design and implement a programme of activities structured around individualised vocational plans that facilitate the development of emotional resilience and social support networks.

1.5   To embed psychologically informed thinking into practice.

1.6   To work alongside the communications team to develop a strategy for each programme strand this will include both internal promotion and external communication.

2.0   Capacity Building

2.1   develop and deliver training to teams, clients and stakeholders.
2.2   Individual, community and organisations, providing support which is accessible across communities to better support them from within. This will include offering training co produced and delivered by clients and their peers.

3.0 Networking, Liaison & Brokering

3.1   to promote the opportunities programme through representation at a range of events.
3.2   To build positive and influential relationships with stakeholders, focusing on achieving change for individuals in line with the organisational business plan.

3.3   Work with the fundraising team on events & activities to promote the opportunities programme offer.

4.0 Leading a Team

4.1   To recruit and develop high quality and skilled staff and volunteers.
4.2   To provide line management to the opportunities programme team including regular supervision, appraisal and group reflection sessions.
4.3   Model ongoing learning within the opportunities team that can be disseminated organisationally for wider staff development.
4.4   Lead in accordance with our organisational values both in effective self management, and the management of others. Taking responsibility for enhancing ones own performance and ensuring that learning and development underpins practice.

5.0   Information Management

5.1   Responsible for leading on the evaluation of the programme and being involved in ongoing research to test the impact of the program and capture outcomes around the reduction of poverty, health & mental health improvements.
5.2   To obtain, analyse and use information effectively to make informed and evidenced based decisions that support the efficient management and development of services.
5.3   to promote the effective use of existing systems, IT and the development of new systems or approaches to data capture where required.

6.0 Fund Raising and Financial Management

6.1   Identify opportunities for promoting our programme to potential new purchasers and funders.

6.2   Being alert to, feeding into and communicating internally potential new commissioning or fund raising opportunities within local areas or designated contract areas.

6.3   leading on the submission of fundraising applications, working with the fundraising team & the operational senior team to secure large investments

and infrastructural funding for the ROC activities and investment that might also be paid by results.

6.4   Working with the senior managers to identify potential pilot programmes to incorporate within tenders / proposals for service restructuring /added value opportunities.

7.0 Health & Safety

7.1   To work in accordance with the organisations quality assurance systems, safe guarding principles and health and safety requirements.

Technical and Professional Know-How required for Effective Performance

Extensive experience of supporting vulnerable adults and young people into positive activities including structured group-based activities with a recovery focus.

Evidence of excellent interpersonal skills and an ability to develop positive relationships with a variety of stake holders.

Knowledge and commitment to the values of co-production & the ability to lead and develop a team within that ethos.

A high level of numeracy and literacy ability, and having the IT skills necessary to maintain data and fulfil potentially complex monitoring requirements, also excellent communication skills.

Evidence able record of developing and delivering projects or programmes with multiple work strands including strong ability to set and manage complex budgets.

The ability to monitor, evaluate and modify programmes in order to capture & ensure individuals and group progress. Also to ensure programmes / interventions are successful.

Must evidence an in-depth / demonstrable understanding of Trauma Informed support systems with the ability to translate current thinking / theory into meaningful operational practice.

Must evidence a proven track record of managing diverse teams which could include a mixture of clinical and non clinical staff.

Competencies Required For Effective Performance:

Competency	What this looks like in practice	Level
Analytical Thinking (The ability to give proper consideration to problems and to come up with good solutions.)	**Gathers the required information to solve problems** ▪ Steps back from the problem and thinks about what information is required. ▪ Collects the information required to solve the problem. ▪ Draws upon and learns from previous experiences of self and others. ▪ Organises the information in a logical way.	1
	Sifts and analyses information ▪ Processes information quickly and draws accurate conclusions. ▪ Breaks down problems into their parts, identifies cause and effect. ▪ Makes accurate deductions. ▪ Evaluates whether arguments or cases are complete or sound. ▪ Challenges incorrect information or discrepancies. ▪ Reflects on what they've done and learns from it.	2
	Solves complex and strategic problems ▪ Sees beyond the immediate issue. ▪ Considers the wider and strategic implications. ▪ Takes into account wider political, social and economic factors. ▪ Is able to articulate abstract and complex problems… ▪ Carries out analysis of complex information in order to identify the main issues. ▪ Considers the whole process or situation from different angles. ▪ Proposes new or original solutions.	3
Commitment and Drive (The ability to take the initiative and achieve targets and results)	**Is conscientious and professional** ▪ Meet targets and deadlines. ▪ Do what they say they are going to do. ▪ Prepares properly for meetings and events. ▪ Complies with defined policies and procedures. ▪ Understands the need to evidence what we do. ▪ Completes paperwork and reports in line with standards.	1
	Is proactive and solution focused ▪ Is enthusiastic and positive in what they do. ▪ Do things before they need to be told. ▪ Find solutions for themselves. ▪ Knows when to make decisions and when to seek support from others ▪ Is flexible and adapts response according to the situation while working within. SHP policies and procedures.	2

	Goes the extra mile ▪ Willingly take on extra tasks and/ or responsibilities outside of their current role. ▪ Look for and enjoy new challenges and opportunities. ▪ Achieve results through their own motivation and drive. ▪ Starts and carries through new projects. ▪ Consistently achieve high standards for themselves (and others).	3
Efficiency and Effectiveness (The ability to plan and organise work so that deadlines, targets and standards are met)	**Organises own work** ▪ Thinks ahead about what needs to be done. ▪ Sets clear priorities for work. ▪ Shows good attention to detail; checks work for accuracy. ▪ Keeps files and other paperwork up to date. ▪ Knows where to find things. ▪ Meets targets and deadlines.	1
	Consistently delivers work on time and to standards ▪ Produces work quickly ▪ Meets quality standards. ▪ Plans work and projects, sets clear milestones. ▪ Monitors progress and takes action where performance deviates from plan. ▪ Juggles several tasks and projects at any one time without letting any drop.	2
	Ensures that others deliver work on time and to standards ▪ Communicates expectations of standards and timescales to others. ▪ Holds others accountable for delivering on time and to standards. ▪ Constructively and decisively deals with performance issues. ▪ Allocates resources in line with organisational priorities. ▪ Delegates tasks and projects effectively. ▪ Ensures that projects and initiatives are planned and executed in conjunction with other departments.	3
Teamworking (The ability to work cooperatively and supportively with their own team and other teams across SHP)	**Supports and considers others** ▪ Does their fair share. ▪ Is flexible and is prepared to help with things which are outside their own role ▪ Sees when others are struggling and offers help. ▪ Owns their decisions and does not pass the buck. ▪ Actively contributes to team meetings. ▪ Shares knowledge and ideas with colleagues. ▪ Actively supports other teams across SHP. ▪ Promotes SHP as an organisation inside and outside the organisation.	1

	Builds team spirit ▪ Acts to promote cooperation in the team. ▪ Emphasises the strengths of the team and builds on them. ▪ Offers support and coaching when required. ▪ Proactively identifies and manages conflict within the team. ▪ Takes collective responsibility for team actions and decisions. ▪ Represents the team positively to others in SHP.	**2**	
	Promotes teamwork across SHP ▪ Actively encourages teams across SHP to share best practice and new ideas. ▪ Ensures that each team understands how they contribute to the organisation as a whole. ▪ Finds out what other departments are doing to see if they can learn from them or to share ideas. ▪ Ensures that each service/area promotes SHP as a whole externally and internally.	**3**	
Effective communication (The ability to communicate with others in a cooperative and sensitive way.)	**Communicates clearly** ▪ Can talk to different types of people effectively. ▪ Checks that they have been understood. ▪ Speaks to people in a respectful and courteous manner. ▪ Respects and takes into account cultural differences. ▪ Uses appropriate body language. ▪ Writes clearly and concisely. ▪ Uses appropriate methods of communication.	**I**	
	Shows warmth and consideration to others ▪ Is open and honest. ▪ Makes ever effort to put people at their ease. ▪ Is a good listener; gives people time. ▪ Takes time to tune into what others are really thinking and feeling. ▪ Is very aware of their own emotions and feelings and how these impact on others	**2**	
	Influences people inside and outside the organisation ▪ Speaks with enthusiasm and conviction. ▪ Networks effectively inside and outside of SHP. ▪ Adapts their style and approach to the needs of the audience. ▪ Presents information so that others understand and are engaged. ▪ Sells the benefits of their proposals to others. ▪ Finds win- win results for both parties in a negotiation.	**3**	
Resilience	**Is self aware** • Takes time to reflect on actions and behaviours and learn from them.	**I**	

(The ability to deal with situations with clients and colleagues with confidence.)	• Admits when they make mistakes and learns from them. • Has the confidence to review what works and does not work. • Is aware of their own strengths and areas for development. • Takes responsibility for their own learning.	
	Is assertive and self confident • Presents self in a confident manner. • Raises issues in a constructive way. • Able to make clear decisions and act on them. • Remains calm and self controlled in challenging situations. • Acts decisively and appropriately in a crisis.	**2**
Leadership (The ability to motivate, develop and inspire others.)	**Acts consistently with staff** ▪ Sets and communicates clear targets and expectations to staff. ▪ Is approachable and shows genuine concern for others. ▪ Makes sure that staff have the information that they need to do their jobs. ▪ Monitors staff performance. ▪ Deals with poor performance in a timely way. ▪ Interprets policies and procedures in the same way as other managers. ▪ Acts in line with SHP values.	**1**
	Encourages and develops others ▪ Helps others to see what they can achieve and how they could develop. ▪ Recognises and builds upon others strengths and expertise. ▪ Praises individuals and the team for a job well done. ▪ Gives constructive feedback, both positive and negative with evidence. ▪ Encourages others to state their views and contribute to the team. ▪ Shares problems with the team and asks for their input. ▪ Recognises when the team or individual is stuck and works with them to find a way forward.	**2**
	Wins others commitment to their compelling vision ▪ Articulates a clear picture of their vision, explaining how it aligns with the SHP vision. ▪ Explains the bigger picture to staff; gives them the context. ▪ Explain how the vision can be achieved. ▪ Pulls together other departments and teams to achieve the vision. ▪ Motivates staff to do more than they ever thought	**3**

	possible. ▪ Role models SHP values.	
Putting the Customer First (The willingness and ability to deliver the best possible **person centred** service to our customers - customers may be service users, RSLs, statutory bodies, colleagues in other departments etc.)	**Builds effective relationships with customers** ▪ Makes themselves available for the customer. ▪ Treats people with respect and courtesy ▪ Explores with customers their specific needs ▪ Is very clear with boundaries – the customers and their own. ▪ Recognises that SHP exists to provide a service to our customers.	1
	Finds positive solutions to meet customer needs ▪ Actively seeks and offers alternative ways of meeting customers needs ▪ Is responsive to customer problems, and works with them to resolve problems promptly. ▪ Foresees problems rather than waiting for them to happen ▪ Asks for feedback from customers about the service provided, and acts on it. ▪ Establishes effective working relationships with other agencies to meet customer needs. ▪ Knows when to refer on to other agencies.	2
	Takes actions to improve customer service ▪ Asks for others' ideas about how service can be improved. ▪ Looks for ways to make procedures and systems more customer-friendly. ▪ Involves customers in continuously improving the service. ▪ Collaborates with other agencies and organisations to promote joint working. ▪ Ensures that customer feedback affects real change across SHP.	3
Embracing Change and Innovation (The willingness and ability to adapt to changing circumstances and come up with new and innovative ideas.)	**Responds positively to change** ▪ Sees the positive aspects of change. ▪ Is flexible and adapts easily to new requirements. ▪ Is willing to learn and to take on new skills. ▪ Offers constructive alternatives if they disagree with a change.	1
	Generates new ideas ▪ Challenges the way that things are done now and proposes a better way. ▪ Comes up with creative solutions and ideas. ▪ Seeks new ways of working in partnerships. ▪ Asks for others ideas on how changes and new ideas can be implemented. ▪ Looks for new opportunities for promoting SHP.	2
	Is entrepreneurial ▪ Finds innovative solutions for improving the service. ▪ Look for many different ways of creating new	3

	business. ▪ Seizes opportunities to respond creatively to strategic external agendas.	