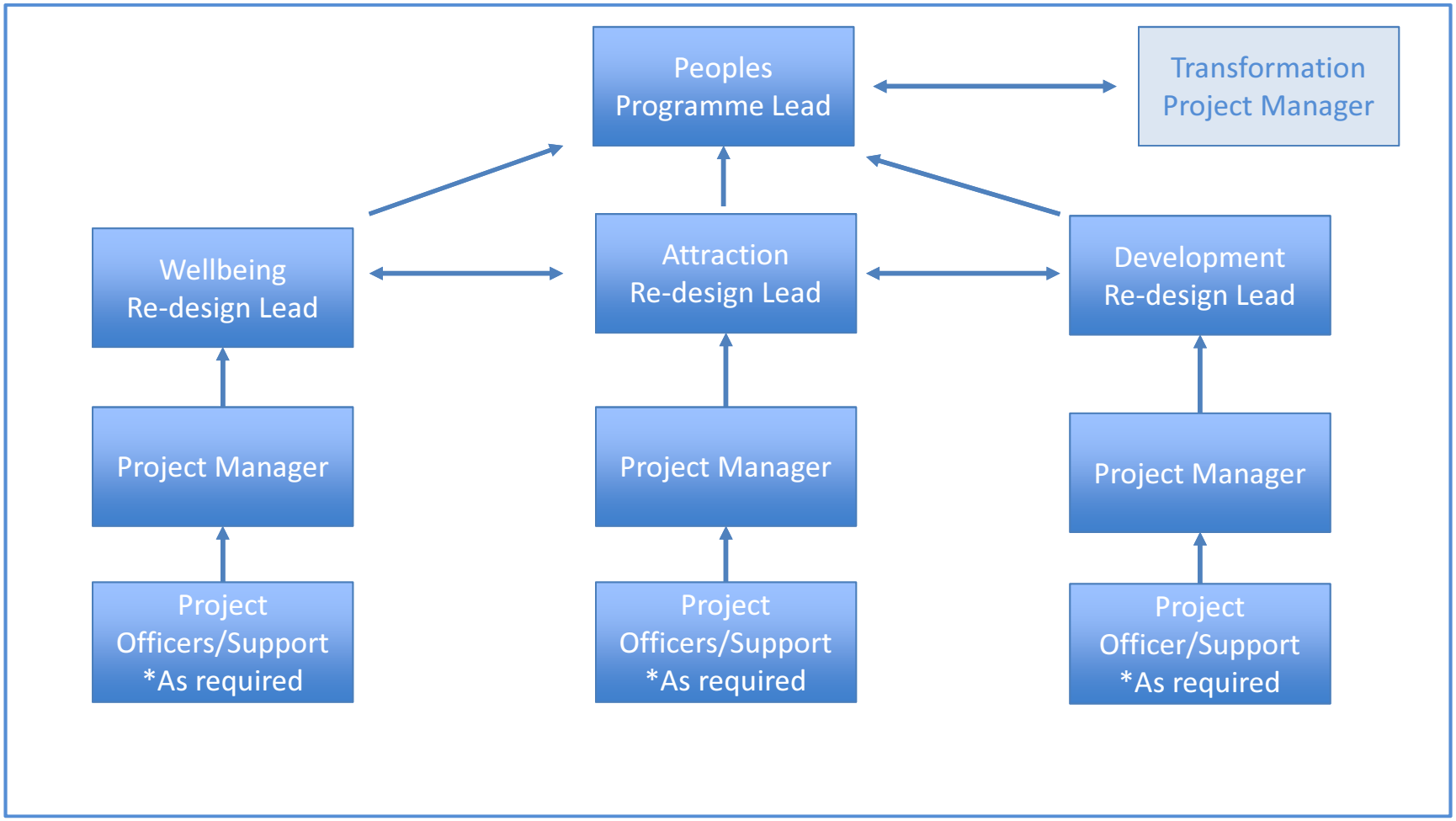
Appendix 5

Proposed Programme Structure



Peoples Programme

How do Stakeholders engage? e.g. Public Health

Programme Management

Not hierarchical, keep invitations to the programme meetings responsive to the programme needs

Deborah Lucas
Peoples Programme Lead

Viv Williams
Transformation Project Manager

Jane Healey
Wellbeing Re-design Lead

Adele Humble
Attraction Re-design Lead
4 projects

Debra Ladlow
Development Re-design Lead
3 projects

Wendy Beddows
Project Manager

Project Manager?

Project Manager?

Project Officers/Support
*As required

Project Officers/Support
*As required

Project Officer/Support
*As required

Theme Management

We're Kirklees

Roles and Description	Key Responsibilities	Capabilities Required
Head of Service • Provide strategic input, oversight, and support to project team	• Enable rapid progress by ensuring project team have access to key stakeholders and information • Periodically review the project plan, progress and direction to ensure the project achieves its objectives • Make project team aware of pertinent information which arises as part of role (e.g. external risks or dependencies)	• Deep knowledge of organisational development • Ability to influence decision making around employee experience
Transformation Project Manager • Provide strategic project management support	• Support development of the overall programme plan • Support theme re-design leads to establish minimum standards for workstreams • Highlight Risks and Issues • Report on the overall performance of the programme • Identify gaps in resources • Supporting on a change management programme- working with the Theme Leads to get the organisation to take ownership	• Knowledge of developing programme and project plans • Risk register, milestone planning, • Identification of interdependencies across programmes and projects
Re-design Manager • Responsible for leading delivery of the Programme Themes and Projects within	• Lead engagement with stakeholders across the council and customer groups • Lead identification and prioritisation of activities • Lead development of future-state • Lead assessment of current state operating models • lead development of the future-state operating model Collaborate with other workstreams to manage dependencies • Quality-assure deliverables • Collaborate/work to the Project Management Structure • Report on project progress • Identify, mitigate and escalate risks	• Project management • Team management • Knowledge of theme topics • Stakeholder management and influencing skills • Ability to deliver large, fast-paced and complex projects
Re-design Project Manager • Responsible for supporting delivery of a Programme Theme and projects within	• Support deliverable development in collaboration with stakeholders, including analysis of current state processes and operating model, design and implementation of future state processes and operating model • Report to the project lead on progress against plan	• Project management • Knowledge of theme topics • Knowledge of operating model analysis and development • Knowledge of process mapping and customer/employee journey optimisation • Stakeholder management and influencing skills
Project Delivery Officer • Responsible for action and delivery in services to test and role out new ways of working	• Initiate deliverable development in collaboration with stakeholders, including analysis of current state processes and operating model, design and implementation of future state processes and operating model • Report progress against plan	• Project planning and delivery • Knowledge of theme topics • Stakeholder management and influencing skills