Job Description - PEI Posts (Without Management Responsibility)

Job Title: Programme Manager
Post No: CBC/P0721
Grade: I
Division: Place and Growth
Location: Municipal Offices/Swindon Road Depot
Responsible to: Client Manager – Environmental Services (interim)

Part A: Job purpose

The post holder will report to the Client Manager – Environmental Services (interim).

The post holder will, in conjunction with the Client Manager – Environmental Services (interim), be accountable for planning, structuring, leading and executing the improvement programme and business improvement interventions/activity.

This job description operates in conjunction with the council constitution including the scheme of delegations.

Part B: Key result areas

1. The management of services listed in Part C which meet customers’ needs, are of high quality, and are cost effective.
   a) to work in partnership with other local authorities, public sector agencies and commercial organisations
   b) to keep in touch with current practice, changes in legislation, identify future trends and recommend service direction to their line manager
   c) to prepare and present reports associated with current projects and programmes for the council and other relevant meetings, as requested by project and programme sponsors
   d) to undertake risk management within the corporate policy.
   e) to ensure that the council’s equal opportunities policies are followed and actively practice social inclusion within the council
2. **Responsible for all physical resources allocated to the unit.**
   a) ensure all resources (including IT hardware and software) are used safely, legally and efficiently.
   b) responsible for managing programme and project teams
   c) ensure the unit complies with standing orders, financial regulations and all other council policies and maintains systems for ensuring financial probity;

3. **Professional / technical**

   **Act as the Council’s principal professional adviser in respect of programme and project management and business analysis**
   a) maintain personal professional/technical competence within the service area in part C;
   b) monitor legislation and the technical press for new developments and bring them to the attention of their line manager;
   c) ensure the council meets all statutory requirements, best practice standards and other performance indicators;
   d) keep self up to date with current professional/technical practice by attending (and sometimes speaking at) project and programme management conferences, by reading blogs, books, magazines etc.
   e) when required, to provide support to council and all relevant meetings, in order to represent the views of the council and service unit and to offer professional advice.

4. **Other responsibilities**
   a) to respond to changes to the unit’s responsibilities arising from changes in legislation, good practice and other service pressures;
   b) to act as spokesperson for all matters relating to the service unit responsibilities, in accordance with the Council’s media policy;
   c) to ensure personal compliance with the Data Protection Act, Freedom of Information Act, Regulation of Investigatory Powers Act (RIPA) and any other specific legislation that impacts upon, and exists to protect, the corporate health of the organisation, whether relating to personnel management or service delivery.
   d) to carry out any other duties that may be required commensurate with the general level of responsibility for the post.
Part C - Specific Service Areas

The purpose of the post is to deliver successful projects and programmes which transform the council in line with the council’s vision and business plan. This will include:

a) Managing the improvement programme within environmental services to the required standard of quality within constraints of time, cost and resources, to enable the council to achieve the objectives set out in its corporate business plan. Managing large teams spread across multiple locations, comprised of officers from all levels of the organisation(s).

b) Working with other local councils and other partners (public, private and third sector) to maximise effective partnership working and provide assistance with business improvement activity.

c) Working in a programme framework, to contribute to the delivery of the programme vision and to support programme management processes.

d) Helping others to apply programme and project management best practice by providing assurance services. Developing and promoting standards and approaches for effective programme and project management and business analysis. Disseminating these both within the council and to our partner organisations.

e) Coordinating and prioritising resources across programmes / projects, managing links between the projects and the overall costs and risks of the programme.

f) Ensuring that robust programme and project governance is in place at all times

g) Scoping the projects and programme by identifying solution options, analysing their feasibility, and developing a robust business case and programme / project initiation document. Regularly reviewing the business case to ensure that it remains valid, and liaising with the senior responsible owner or project sponsor if a change is required.

h) Presenting and selling business cases to key stakeholders (senior managers, members, partners).

i) Producing detailed and realistic programme / project plans, allocating work to team members, ensuring that the programme / project is achievable within specified time and resource constraints.

j) Successfully leading, motivating and managing programme / project team members to ensure that work progresses in line with plans. Resolve conflict and broker acceptable solutions between parties in disagreement.

k) Ensuring that projects and the programme are adequately resourced and conducting recruitment and secondment exercises where required. Ensuring that key programme and project roles are filled with suitable candidates.

l) Developing and implementing effective communication plans to ensure that stakeholders (internal and external) are kept up to speed at every stage of the project or programme.
m) Monitoring programme / project progress against plans, and producing regular highlight reports to inform programme and project board of progress. Raising exception reports for project board if the programme / project is about to exceed agreed time / budget / quality tolerances.

n) Manage the programme / project budget on behalf of the programme director / project sponsor; monitoring the expenditures and costs against delivered and realised benefits as the programme / project progresses.

o) Managing relationships with internal and external suppliers at all levels, to ensure that programme and project deliverables are produced on time, on budget and to the required quality. Negotiating and securing ‘best value for money’ agreements when buying in products and services from external suppliers.

p) Working with procurement and legal specialists to ensure that procurements comply with standing orders, financial and legal regulations.

q) Identifying, evaluating, and recording details of risks and issues affecting projects and programmes. Contingency and risk mitigation plans must be developed for significant risks.

r) Designing and administering an effective change management process to understand the implications of, and adequately plan for proposed changes to programme / project scope

s) Assessing the quality of programme / project products, and ensuring that they are sufficient to fulfil project objectives.

t) Performing post programme / project reviews to check that original objectives have been achieved, to capture lessons learned, and to assess actual expenditure and time taken against original plans.

u) Ensuring that benefits realisation plans and arrangements are in place to fully exploit the new capabilities delivered by the programme / project following its closure.

v) Mapping current business processes and working with service staff to design and agree new improved processes.

w) Planning and implementing new business processes and service improvements.

x) Leading requirements gathering for projects and programmes.

y) Taking a lead role in developing, testing and implementing new systems (businesses processes and new technology solutions)

z) Ensuring that Cheltenham Borough Council makes best use of external support and services.
 Applicants Please Note: You may retain this form for your information.

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<tr>
<th>Division:</th>
<th>Place and Growth</th>
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<tbody>
<tr>
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<td>Programme Manager</td>
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<td>Drawn up by:</td>
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Does this post require a Criminal Records Bureau disclosure? **YES/NO** (delete as appropriate)

If yes, at what level, **ENHANCED** or **STANDARD** (delete as appropriate) **not applicable**

If the answer is YES, the post is considered to be exempt under the Rehabilitation of Offenders Act (1974) and applicants must be prepared, if offered the post, to complete a Criminal Records Bureau disclosure form and allow the appropriate checks to be carried out.

**Essential Criteria** (it is essential that applicants satisfy the criteria listed in boxes A to E)

<table>
<thead>
<tr>
<th>Assessment Code</th>
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<tr>
<th>A. Skills and Abilities</th>
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<td>(including basic, technical, communication, managerial skills, skills dealing with people, etc.)</td>
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<tr>
<td>• Ability to manage successful development and implementation of major change and corporate transformation strategies within a local government environment</td>
<td>S/I</td>
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<td>• Ability to manage complex projects and programmes with little or no day-to-day supervision within a local government environment</td>
<td>S/I</td>
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<td>• Ability to manage a varied portfolio - from partnership or corporate projects with little or no technology content, through to large-scale projects extending the council’s technical infrastructure</td>
<td>S/I</td>
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<td>• Ability to understand the needs of the council’s other stakeholders and meet their requirements for project outcomes</td>
<td>S/I</td>
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<td>• Ability to manage stakeholders expectations of the project/programme to keep them in line with what is actually achievable</td>
<td>S/I</td>
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<tr>
<td>• Excellent verbal, written and presentational skills including the ability to get buy-in for proposals from a sceptical and challenging audience, and the ability to explain technical issues to a non-technical audience.</td>
<td>S/I</td>
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<td>• Ability to produce, maintain and share key project and programme documents including business cases, programme blueprints, plans, risk and issue logs, highlight reports, end of project/programme reports.</td>
<td>S/I</td>
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<td>• Ability to identify, evaluate, monitor and mitigate against risks and issues</td>
<td>S/I</td>
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<td>• Ability to manage both the dependencies and interfaces between projects.</td>
<td>S/I</td>
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<td>• Ability to manage teams in a matrix management structure (i.e. teams include members from all levels of the organisation and drawn from a diverse range of disciplines and partners).</td>
<td>S/I</td>
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<td>• Ability to provide strong leadership including motivation and development of project/programme team members</td>
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<td>• Ability to establish and maintain effective relationships with both internal and external project/programme stakeholders at all levels, demonstrating political awareness and sensitivity</td>
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- Ability to work effectively with specialists in other disciplines  
- Ability to facilitate the resolution of complex technical problems  
- Ability to create and manage a project / programme’s business case (including its budget)  
- Ability to demonstrate drive and commitment towards the delivery of the stated objectives of the programme / project  
- Ability to manage a number of concurrent projects and to determine the necessary prioritisation of work to maintain progress and momentum  
- Ability to identify and resolve competency or motivational issues affecting team members  
- Ability to define and focus on targets, delivering results within challenging timescales and financial/resource constraints  
- Excellent people skills with an ability to consult and engage with local residents, businesses and other organisations for public facing projects and programmes. A customer service background helpful.  
- Skilled arbitrator with excellent people skills – ability to resolve conflict  
- Ability to act as a champion for project and programme management throughout the organisation  
- Ability to perform process and service improvement  
- Ability to facilitate meetings and workshops  
- Ability to help team members manage their time and prioritise their workload effectively whilst acting to reduce levels of stress  
- Ability to work in a manner consistent with corporate policies

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| - Degree level or equivalent qualification  
- Programme / Project management methods, processes, techniques, and tools, specifically MSP, PRINCE2 and Microsoft Project  
- Business Analysis concepts, methods, techniques, and tools  
- Good awareness of ICT concepts, tools and techniques  
- Office software (Word / Excel / Powerpoint / Visio) and online collaborative tools  
- Awareness of local government procurement concepts and methods  
- Good awareness of how local government organisations operate  
- Good understanding of general business management concepts and theories  
- Knowledge and practical experience of the Vanguard approach to systems thinking |

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<td>C. Work Related Experience (including voluntary/unpaid work)</td>
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- 4 years project/programme management experience within local government  
- 4 years business improvement experience e.g. systems thinking |

| D. Qualifications - for which there is a legal/professional requirement |  
- Holder of PRINCE2 Practitioner qualification  
- Holder of / working towards Managing Successful Programmes (MSP) Practitioner qualification |
### E. Circumstances
- Travel necessary, normally to partners locations within Gloucestershire and the South West region
- Occasional need to work non-standard hours as dictated by programme/project needs and regularly at Swindon Road depot
- Non-smoking working environment

### F. Desirable Criteria
(It is not essential to satisfy these requirements, but they may be used during shortlisting)
- Knowledge of / accreditation in other project and programme management methodologies e.g. APM Body of Knowledge
- Post graduate business qualification

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<td>S</td>
<td>To be assessed at shortlisting for interview.</td>
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<tr>
<td>I</td>
<td>To be assessed at interview</td>
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<tr>
<td>T</td>
<td>To be assessed by test. (If selected for interview all candidates will be sent further details of this.)</td>
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### FOR OFFICE USE ONLY

**Verification Statement**
I confirm that this Personnel Specification has been approved by:

- **Name:**
- **Designation:**
- **Signature:**
- **Date of Approval:**

**This statement must be completed before the form is sent to Human Resources**