

Job Profile Information: Programme Manager, Retrofit

This supplementary information for Programme Manager is for guidance and must be used in conjunction with the Job Capsule for Job Level 5 Zone 1.

It is for use during recruitment, setting objectives as part of the performance management process and other people management purposes. It does not form part of an employee's contract of employment.

Project Dimensions:

The capital works team is responsible for a variety of capital and asset management programmes, varying from complex, long-term, multi-million pound construction investment programmes, to a series of small projects of less than £1m each. Projects will relate to Council homes, schools, corporate buildings and commercial premises. The programme teams will deliver building fabric, fire safety, retrofit and associated M&E works.

The key commitments of the Retrofit team are:

- Make warmth affordable for all council tenants and leaseholders by improving the efficiency of services such as heating and electricity and encouraging behaviour change
- Make homes more energy efficient by insulating walls, lofts, floors, accessing grant funding, installing solar PV and trialling new technologies
- Reduce the carbon footprint of council and leaseholder homes in order to meet Camden's targets for carbon reduction and contribute to world-wide global warming targets
- Comply with national legislation by installing building-level meters to all district heat networks by 2020 and expand the consumption metering programme through existing programmes
- To deliver against the actions set out in the Camden Climate Action Plan

Role Purpose:

- Lead and manage a team of project management staff and professional services consultants in the delivery of a wide range of capital projects. This is a "hands-on" delivery role and the post holder will be required to deal at a senior level with stakeholders, consultancy organisations and major construction companies, bringing effective programme management and co-ordination of capital works and management of their inter-dependencies including oversight of any risks and issues arising.

- With responsibility for delivering range of fabric, fire safety, retrofit and associated M&E works, in the value of circa. £30m - £40m per annum, this role will also lead on stakeholder consultation and resident engagement during the delivery phase, so the need for excellent communication will be a main driver for this high profile role
- To lead on the development and implementation of new methodologies such as the Energiesprong or Comfort Plan prototype projects
- Making sure of effective quality assurance and integrity across the whole works programme. Concentrating inwardly on the internal consistency of the programme and outwardly on its coherence with infrastructure planning, interfaces with other programmes and corporate, technical and specialist standards.
- Proactive allocation of common resources and skills within the programme's individual projects will be essential as will managing all staffing activities within respective portfolio i.e. day to day management, recruitment and agency staffing, budget monitoring etc.
- Developing and enhancing all associated management processes, procedures and systems – in conjunction with colleagues across Property Management is expected as is ensuring that the Council's statutory duties around project compliance is discharged appropriately and that there is a clear understanding of the legislative context relating to the Council's statutory obligations on health and safety.
- To provide leadership on health and safety policy, ensuring relevant legislative compliance is adhered to, within the service area and lead on the seamless handover to clients and the internal asset team.

Example outcomes or objectives that this role will deliver:

- The post holder will work collaboratively with all Heads of Service to develop and implement a capital works programme that will drive up performance and make a positive contribution towards the Property Management Division's wider objectives and programmes.
- Be responsible for the ongoing development of the programme and project plan(s), working closely with property data and contract resourcing teams to develop packages of works for procurement and delivery
- The post holder will be responsible for all aspects of programming, management and delivery of projects and making sure programmes and project(s) are delivered to the appropriate quality, on time and within budget
- Lead on management of the programme budget and make sure budget monitoring and planning information is prepared in a timely and accurate manner and that budgets are contained within cash limits. This will include administration of contract variations such as compensation events, extension of time requests, administration of liquidated and ascertained damages as well as control of cost.
- Lead the effective delivery of programme and project plan(s). Make sure professional services consultants and contractors perform their duties such that the projects are delivered to the appropriate quality, on time and within budget, meeting the necessary design standards.

- The post holder will make sure the team provides active resident engagement throughout the works lifecycle and management of leaseholder consultation processes, ensuring that works are carried out in a manner which minimises community impact.
- The post holder will manage and be accountable for the overall capital budget of the programme area assigned to them and monitor and report on financial aspects of the programme relating to the scope of projects under management control. This plus making sure that leaseholder consultation processes are adhered to, for example where project scopes are amended and costs adjustments are made.
- Responsible for progress monitoring and reporting, escalating risks and issues in a timely manner.
- Understand and comply as appropriate with the Council's governance arrangements and its Constitution
- To work with the key stakeholders on the development of schemes through the approvals process, ensuring clarity of roles and responsibilities exist and that schemes are progressed in line with affordability requirements and overall programme timetable.
- To work effectively in a management environment e.g. within a wider organisational structure or buildings made up of staff over whom you have no authority for example school staff.
- To engage stakeholders to ensure they provide input and take decisions when required, including sign-off of proposals and designs.
- To engage with the relevant Council teams, contractors and stakeholders to make sure residents or building users take any necessary action including moving and decanting, to achieve the required project programme without disruption to service provision.
- To be responsible for the administration of contracts and making sure the Council and its contractors are in compliance with the terms of the contract.
- Provide advice and support for Members and Chief Officers and to report to Council committees, stakeholder groups and others on the development and implementation of the project(s).
- To support the refurbishment and / or development of services and facilities as being forward looking, customer focussed and result orientated.
- The post holder will optimise the IT systems utilised in project delivery to ensure all information on as-built works is captured and recorded in an effective fashion and handed over to the strategic asset management team, taking into account the requirements that may be required following the Hackitt Review.

Specific areas of focus / projects will include:

Service Delivery

- Deliver heat metering projects, in close collaboration with the Development, Rents and Billing and IT teams

- Develop and deliver energy efficiency projects including external wall insulation, cavity wall insulation and renewable energy projects
- Identify and develop innovative solutions to fund and deliver energy efficiency and renewable energy projects
- Work with the M&E capital works team to develop the heating policy, the communal heating programme and maximise the opportunity for district energy networks
- Develop the programme funded by the heating pool to improve the efficiency of the Council's communal heating networks

Service Development

- Accountable for the ongoing review and adaptation of strategy and sustainability programme targets to meet changing business, economic, legal and demographic needs.
- Develop and embed service standards and approaches to delivery that will achieve the Council's sustainability aims and targets.

Strategy Development

- Develop energy efficiency and metering strategies and programmes as an integral part of the division's Asset Management strategy
- Lead on the analysis of Camden's stock and recommend how it can be improved to meet latest standards, targets and legislation related to energy efficiency.

People Management Responsibilities:

- Responsible for managing a team of 3 or more project managers
- The post holder will also commission and work with consultant Employers Agents and project personnel.

Relationships:

- The post holder will work closely with councillors, residents and key stakeholders such as school head teachers and building managers.

Key contacts will include:

- Senior management within the Council
- Cabinet Members
- Ward Councillors
- Stakeholder groups

Work Environment:

- The post holder will work across the Council's offices at Holmes Road and 5 Pancras Square
- The post holder will be expected to visit construction sites and premises where they may be subject to noise and dirt and as necessary, carry out inspections in line with the requirements of the post. This can involve being outside in all weathers.
- The post holder will routinely attend site at all stages of the project life-cycle and evening meetings as required

Technical Knowledge and Experience:**Essential:**

- Thorough knowledge of the construction market and the processes to co-ordinate resources and deliver completed projects with specific examples related to retrofitting properties
- Strong knowledge of construction project and programme management methodologies
- A sound knowledge of the principles of construction programme delivery including Planning considerations, Building Control processes, logistical arrangements, procurement and contract administration
- A minimum of five years relevant experience in the public or private sector to include:
 - Successful track record in delivering complex capital works projects
 - Experience of programme planning, monitoring and implementation
 - Direct management of staff and project consultants in the delivery of projects
 - Financial management including budget preparation, resource planning and monitoring
 - Stakeholder and partnership management within the public sector or similar environment
- Numerate, with strong IT skills
- Strong written and verbal presentation skills

Desirable:

- Membership of the Royal Institute of Chartered Surveyors, the Chartered Institute of Builders, Association of Project Managers, NEBOSH construction certificate

Leadership Behaviours

INSPIRE	Our leaders demonstrate the organisational values every day. They are passionate about the services they lead and delivering the vision and outcomes in the Camden Plan. They are authentic, inspirational and engage others
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	through their personal leadership and ability to make the vision meaningful to all. Leaders are highly visible to staff and partners across Camden, have an interest and curiosity about the work of the whole council and 'make everything their business'. Because they understand the bigger picture and always do things in the best interests of Camden, our leaders can lead different areas and work across the Council. They are recognised as exemplary leaders by organisations beyond Camden.
ARE POLITICALLY ASTUTE	Leaders demonstrate a wide understanding of the national and local political and economic environment and the perspectives of key stakeholders. They utilise this to shape the vision for the future, influencing the thinking and direction of stakeholders, including Members, partners and residents, and building credibility as a trusted advisor.
DEVELOPS PEOPLE	Our leaders identify talent and develop capability so that we have the highly skilled, committed and motivated workforce we need to deliver the Camden Plan. They create a culture of accountability – ensuring all staff, Members and other stakeholders deliver agreed outcomes and act in line with our ways of working.
COLLABORATE	Our leaders create the conditions for effective collaboration between stakeholders across Camden. Leaders establish relationships building trust and rapport. They listen to and understand different stakeholder perspectives, and are open and honest with others, be they staff, peers, Members, partners, providers or customers. Our leaders build a shared sense of purpose across Camden, unlocking the borough's collective resources for the benefit of all. Challenge is accepted and encouraged as a means of delivering the best outcomes.
DRIVE QUALITY AND VALUE	Our leaders are ambitious and innovative in their approach to driving high standards, quality and value for money. They trust and respect staff and partners as experts in their work and empower them to be courageous and try new approaches in order to improve services and outcomes for customers.
INFLUENCE	Our leaders scan the environment and seek out the latest thinking, tools and technologies across all sectors. They think broadly about how this applies to the Camden context, taking the best of what's around us to set the future direction for the borough.

Camden Way Five Ways of Working

In order to continue delivering for the people of Camden in the face of ever increasing financial pressure, we need to transform the way we do things. We call this the Camden Way. The Camden Way is a key part of our transformation strategy often referred to as the transformation triangle which links the Camden Plan, the Camden Way and the Financial Strategy together.

The Camden Way illustrates the approach that should underpin everything we do through five ways of working:

- Deliver for the people of Camden
- Work as one team
- Take pride in getting it right
- Find better ways
- Take personal responsibility

For further information on the Camden Way please visit by clicking [HERE](#)