

Job Profile Information: Programme Manager (Leisure Centres and Green Space)

This supplementary information for *Programme Manager (Leisure Centres and Green Space)* is for guidance for Job Level 5 Zone 1

Camden Way Category 4/5

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.

Role Purpose:

The Programme Manager (PM) will lead and co-ordinate two complex programmes of work across the Leisure Centres and Green Spaces services.

Leisure Centres

They will prepare and drive an operational plan and identify and set up the most advantageous future management arrangement for Camden's leisure centres by undertaking an options appraisal and implementing the recommended model.

The PM will make sure the Leisure Centre Programme Board (PB) maintains a focus on the proven strategic outcomes of the Service in its decision-making. These include a major contribution to the health and wellbeing of Camden citizens by providing accessible opportunities for citizens to be physically active. They contribute to the Camden Health and Wellbeing Board objectives to reduce obesity and support citizens with mental health issues. They provide interventions aimed at residents with long-term medical conditions and other insufficiently active and under-represented groups, including those from diverse backgrounds.

Green Spaces

The PM will lead the review and development of the Grounds Maintenance function ahead of re-commissioning the service to align the specification with strategic priorities including, neighbourhoods and resident participation and involvement in future delivery models; and delivering a project plan for a direct delivery model.

The PM will ensure suitable governance is established and develop a project plan for the review and development of the future specification, drawing on the knowledge and experience of the service as well as corporate support functions (such as HR, Legal, IT etc) and manage delivery of work towards this plan.

This work will deliver a wide range of benefits to the Council and community by reshaping the service and assessing which delivery model should be proposed for implementation.

Example outcomes or objectives that this role will deliver:

- The PM will direct an appraisal of the management options for the Council's Leisure Centres and Grounds Maintenance functions based on their own initiative and direction from the project Programme Board (PB) and Director of Community Services, ensuring the appraisal process is thorough and robust and yields the most advantageous delivery model for recommendation to Supporting Communities and Cabinet
- The PM shall ensure the recommended Leisure Centre delivery model shall be demonstrably and evidentially superior of all the models assessed. It shall represent the most financially viable and sustainable option, one capable of delivering the social value and health outcomes required of the Service and responsive to the profound uncertainties and impact on the Council and community of the Covid-19 situation
- The PM shall direct the implementation of the approved Leisure Centre delivery model in accordance with a robust plan, ensuring that the necessary resource need is quantified and in place to support the process, including legal and procurement, finance, property services, data and digital and other technical and practical support and advice
- Our 6 Leisure Centres are major, high quality community assets. They had 40,000 regular users and 2.5m annual visits and an annual turnover of over £12m (pre-covid-19). The PM will ensure that the PB remains motivated by these benchmarks and make decisions that take the Service performance on a similar trajectory going forward
- The PM will support the agreement on any extensions to the existing contract for the delivery of the Grounds Maintenance function.
- The PM shall set out and organise suitable governance structures for the review and development of the future of the Grounds Maintenance function that provides a framework for discussion about outcomes and objectives for our parks and managed housing areas.
- The PM will have regular contact and productive working arrangement with colleagues from the service's client function, housing and corporate support teams (HR, legal, IT, procurement etc)
- The PM will own the development of the specification and project plan, managing the delivery of elements by various project members.
- The PM will provide matrix management responsibility to oversee and coordinate the work of programme teams which will include internal and external specialists, ensuring compliance with service agreements and agreed projects plans

People Management Responsibilities:

N/A

Relationships;

The PM will work closely with senior technical Camden managers, finance, legal, procurement, HR, marketing and communications, and external specialists. They shall produce regular written progress updates and formal reports for the internal governance structure, including Supporting Communities DMT, CMT and Cabinet. They will either directly present reports in these forums or support the Director of Community Services and the Executive Director of Supporting Communities.

They will consult and advise members pro-actively, including producing written updates and briefings, attend portfolio holder meetings with the Cabinet member/s, the Leader and Cabinet; present reports and/or support senior colleagues.

The PM will be politically aware and use tact, co-ordination, analytical, influencing, empathy and negotiations skills and assertiveness to ensure the programmes are delivered effectively and all key stakeholders are bought-in and actively engaged.

The outcome of the Leisure Centre programme will have a significant effect on Camden citizens. It may deliver transformational change to the way in which the Service is delivered, designed and accessed by citizens and may be different in scale and scope. The PM shall embrace the opportunity to deliver transformational change for residents and encourage colleagues and stakeholders to think and feel the same way.

The outcome of the Green Spaces programme will transform how the service deliver the Grounds Maintenance function. The quality of our green spaces and the community's engagement with them are fundamental in providing early intervention and support for citizen's health and wellbeing. The specification and the operating model will seek to address how this service is delivered aligned to Camden's priorities.

Work Environment:

The work is mainly office based but will be working from home during the pandemic.

The post holder will need to manage conflicting priorities and work to tight deadlines.

Technical Knowledge and Experience:

- Substantial experience at a senior level of having successfully managed complex, high-profile and organisationally cross-cutting programmes of work OR Experience of overseeing a portfolio of projects and programmes
- Experience of working across teams, departments and organisations to promote coordinated activity
- The ability to analyse and understand a range of complex information and data
- Strong interpersonal and communication skills as well as the ability to command respect, influence and to create a sense of community amongst members of the project team
- Strong organisational and analytical skills; rigorous, data-driven decision-making, financial literacy, and sound business judgment

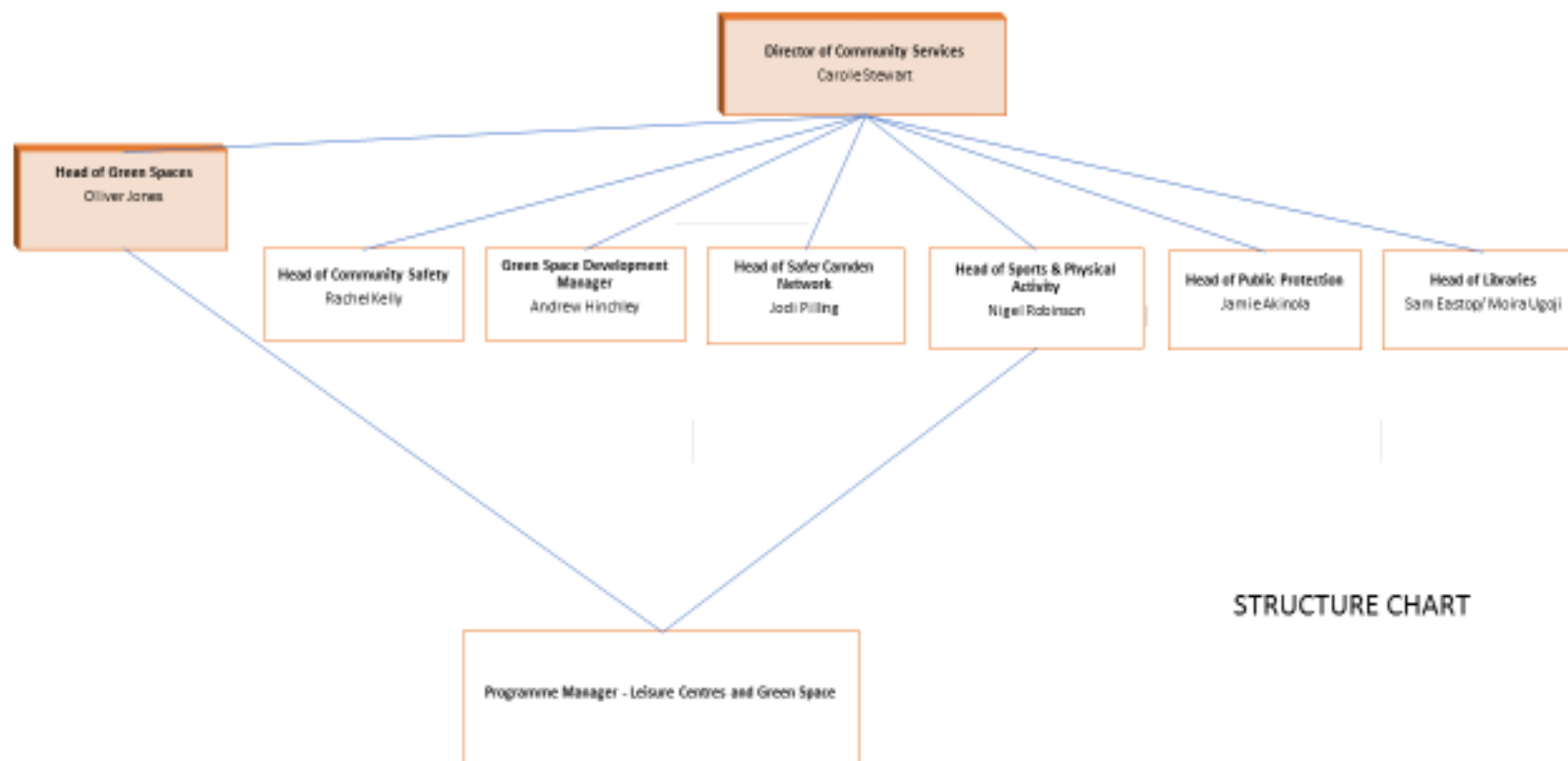
Camden Way Five Ways of Working

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 select the attached [HERE](#)



STRUCTURE CHART