

Job Profile Information: Programme Manager (Chalcots)

This supplementary information for Programme Manager (Chalcots) is for guidance and must be used in conjunction with the Job Capsule for Job Level 6 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 Chalcots major works project team is responsible for the procurement and delivery of a complex, high profile £100M worth project, the scope of which consists of the refitting a new cladding system and replacing all external windows across the five towers that make up the estate. The aspiration of Camden is for the project team to deliver a best in class example, of a high quality, fire safe, façade project that will be fully compliant with recommendations made following the Hackitt review of the Building Regulations and Fire Safety for high rise buildings.

The post-holder will operationally report into the Project Director.

Role Purpose:

- The role is an active, operational role, dealing with the day to day business of the delivery of the project that will possess the authority to make operational decisions that align with Project Directors strategic objectives.
- The role will focus on effective quality assurance and compliance across the whole project programme by concentrating inwardly on the programmes consistency and outwardly on its consistency in relation to other Council wide programme drivers in relation to corporate, technical and specialist standards
- To operationally ensure that the right people are always in place to deliver the whole contract management activities of the Council, across this complex project
- To have operational detailed knowledge of the contract and other relevant aspects, Council business as usual matters, that will affect the delivery of the project (*such as service level arrangements of other departments and other ongoing supplier performance to the residents*).
- To contribute on the specific contract management and more general commercial matters in line with the strategic leadership of the Project Director and participate on the communication planning including stakeholder consultation and resident engagement during the delivery phase.

- To operationally lead the Camden professional services consultants, to bring effective programme management and co-ordination of the contract works including the inter-dependencies and risks issues arising.
- To operationally lead on the proactive allocation of common resources and skills within the project's individual programmes, making sure all staffing activities within the project portfolio i.e. day to day management, recruitment and agency staffing, budget monitoring etc.
- To drive and strive to enhance all associated management processes, procedures and systems – in conjunction with project colleagues and those across Property Management sector, to ensure 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 focus 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 Project Director to develop and implement a major works programme that will drive up performance and make a positive contribution towards the project's wider objectives and programmes.
- Be operationally responsible for the ongoing development of the programme and project plan(s), working closely with property data and contract resourcing teams to manage the procurement and delivery of the major works project.
- The post holder will be operationally responsible for all aspects of programming, management and delivery of the project and making sure programmes are delivered to the appropriate quality, on time and are within the contact budget and timeline.
- Lead on operational 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, as well as control of cost.
- Lead the effective operational delivery of programmes and the project plan. Make sure professional services consultants and contractors perform their commissioned duties such that the project is 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, with the commercial manager, operationally manage the budget of the contract works and monitor and report on financial aspects of the programme relating to the scope of project under the project teams control.

- Responsible for progress monitoring and reporting, escalating operational 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 the scheme through the approvals process, ensuring clarity of roles and responsibilities exist and that the project is progressed in line with affordability requirements and overall programme timetable.
- To work effectively in a management environment e.g. within a wider organisational structure of staff over whom you have no authority for example repairs, caretaking, or housing management staff.
- To engage stakeholders to ensure they provide input and take decisions when required, including sign-off of project specific delivery proposals.
- To engage with the relevant Council teams, contractors, and stakeholders to make sure any necessary actions including moving and decanting are coordinated, to achieve the required project programme without disruption to Councils service provision to its clients / residents.
- To be operationally responsible for the administration of the contract, making sure the Council and its contractors are following the terms of the contract.
- Provide operational 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.
- To operationally support the development of other Council services working within the project realm, i.e. 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.

People Management Responsibilities:

- Responsible for managing a team of five or more Quality Inspectors.
- The post holder will also work with consultant Designer, Project Manager and Contract administrator plus Camden's "client" team.

Relationships:

- The post holder will work closely with councillors, residents, and key stakeholders such as repairs and maintenance 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 site and at 5 Pancras Square.
- The post holder will be expected to visit 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
- 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

<p>INSPIRE</p>	<p>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 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.</p>
<p>ARE POLITICALLY ASTUTE</p>	<p>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.</p>
<p>DEVELOPS PEOPLE</p>	<p>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.</p>
<p>COLLABORATE</p>	<p>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.</p>
<p>DRIVE QUALITY AND VALUE</p>	<p>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.</p>
<p>INFLUENCE</p>	<p>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.</p>

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](#)

Chart Structure

