

CROYDON COUNCIL

ROLE PROFILE AND PERSON SPECIFICATION

DIRECTORATE:

DIVISION:

JOB TITLE: Senior Project Manager (G14)

ROLE PROFILE

Job Title: Senior Project Manager (G14)

Directorate:

Division:

Grade:

Hours (per week): 36

Reports to: Programme manager

Responsible for: None.

Will lead project teams of between 20-30 people.

Directs the work of the project team.

Deputises for the Programme Manager. Key liaison within the Programme Management Office between projects and PMO.

**Role Purpose and
Role Dimensions:**

The post holder will take lead responsibility to ensure the delivery of projects across the Directorate that improve services leading to better outcomes for residents and carers.

The postholder will play a key role in ensuring effective joint working with corporate policy, planning and performance teams and the PMO to ensure that the service and team planning arrangements are aligned with and inform the whole council approach.

The postholder will manage projects and make recommendations to service managers and leaders to achieve the intended outcomes of improvement and innovation activities.

The role requires a clear and in depth understanding of Council activity in order to effectively deliver and coordinate work across a range of teams and stakeholders. The post holder will also have a critical role in supporting the Council decision-making process,

anticipating issues before they arise, developing solutions and actions and escalating to senior officers where necessary.

No one day will be the same in this role, requiring regular prioritisation of work to meet deadlines and to ensure the Council's most critical targets are achieved.

To lead on improvement projects and programmes, service development and improvement, ICT development, research and identifying good practice in other organisations.

To support the PMO in the strategic planning and continuous improvement and development and delivery of a customer focused (internal and external), cost effective and efficient team.

Role model and embed best practice across the organisation, supporting a culture of continuous improvement across the whole organisation.

To develop and maintain the co-operative relationship and support the effective delivery of services to our residents.

To explore and develop innovative ways of delivering services and review the impact of new policies and procedures and ensure the continuous improvement of the organisation.

To carry out a change agent role promoting best practice and ensuring that change is effectively embedded across the organisation.

Specifically:

The post-holder will take a lead role on identifying, developing and supporting key projects related to:

- Transformation
- Adult social care and health
- Children and young people
- Housing
- Review and updates of policy and procedure documents
- Lead on customer satisfaction surveys and feedback, where they relate to projects and programmes that the post-holder is supporting
- Chairing the kick-off meeting
- Setting up and maintaining the MS teams
- Ensure adherence to the Project & Programme Management Framework

- Set and document controls
- Evaluate impact of improvement
- Complete project close down documentation
- Assists with staff involvement, training and consultation in relation to new ways of working and action plan delivery

Commitment to Diversity:

The council has a strong commitment to achieving equality of opportunity in its services to the community and in the employment of people. It expects all employees to understand, comply with and promote its policies in their own work, undertake any appropriate training to help them to challenge prejudice or discrimination.

Key External Contacts:

- Government departments and agencies
- Third party suppliers to the Council
- Residents
- Professional bodies
- Local Government Association
- London Councils
- Police
- Fire Service
- Other public sector bodies
- Public Health England
- Croydon Clinical Commissioning Group;
- Integrated Commissioning Unit;
- Professional organisations including benchmarking groups
- Other local authorities
- Local government representative groups

Key Internal Contacts:

The role is immersed in delivery and assurance; everything you do will involve collaboration across the width and breadth of the organisation. Particularly close relationships will exist with:

- Corporate Management Team
- Divisional Management Teams
- Heads of Service
- Communities of Practice
- Project & Programme Managers
- Senior Accountable Officers
- Service Heads & managers in other departments

Financial Dimensions:

- Support the efficiency agenda and improvement planning
- To identify future strategies under budget challenge principles to reduce costs and improve efficiency
- Responsible for the implementation of improvement programmes, within budget
- Demonstrate sound financial management and commitment to good governance, including regularity,

probity and control in the discharge of all functions and responsibilities

- To identify and review options for any areas of savings and/or potentially increased costs through performance management
- To support MTFS setting and ongoing assurance, in partnership with Finance

Key Areas for Decision Making:

- Work with the Corporate Management team in prioritising improvement programmes.
- Evaluate and recommend technological solutions, as they relate to specific projects and programmes, and their delivery more generally
- Continuously review and develop the improvement team processes
- Recommending appropriate cost effective service and strategic requirements to improve efficiency and customer satisfaction.
- Responsibility for recommending service improvement and system solutions and fully utilising available and possible technology
- Decisions relating to strategic management of the team including project delivery.
- The post holder will be responsible for delivering key projects within the Croydon Renewal improvement plan, to have accountability for delivering/supporting:

- 1) Project governance and project(s) delivery
- 2) Savings targets
- 3) Effective use of transformation investments
- 4) Occasional ad hoc support for additional work

Other Considerations: You may, from time to time, be required to work outside of regular office hours including weekends and evenings to attend meetings and community events.

The postholder is required to observe and fulfill the seven principles of public life (also known as the Nolan Principles).

Is a satisfactory disclosure and barring check required?

[\(click here for guidance on DBS\)](#)

What level of check is required?

Is the post politically restricted
([Click here for guidance on political restriction](#))

Is the post exempt from the Rehabilitation of Offenders Act (ROA) 1974
([Click here for guidance on ROA](#))

Key Accountabilities and Result Areas:

Lead on key projects of major strategic significance.

Key Elements:

This will involve:

- Liaison with Directors, CMT and Members to establish forward plans of work
- Oversee reporting to—DMTs and other Boards acting as Programme Boards
- Setting up and supporting project governance
- Draw in external support to project teams
- Work in the development of external contacts and the use of benchmarking clubs and access available benchmarking and performance data in order to benchmark our performance and costs against other comparable organisations and ‘top quartile’ performers
- Setting up and maintaining effective project plans that capture key deliverables in sufficient detail
- Managing risks, issues, assumptions, decisions and dependencies

To deliver a project management service as part of the Croydon Renewal Improvement Programme.

This will involve:

- Managing key projects of major strategic significance from start up to final implementation
- undertaking post-project evaluation
- ensuring that the appropriate handover requirements are in place.

To work in a matrix management style with the PMO and senior management within services in undertaking service review.

This will involve:

- business process management and analysis
- undertaking research, data analysis, options development and appraisal
- advise and inform service leads and senior management on findings
- identifying opportunities to improve efficiency, performance and service improvement.
- devising and delivering action plans.

To use corporate project management standards to deliver projects on time and within budget that meet user acceptance criteria

This will involve:

- developing, leading and managing multi-disciplinary and multi-agency project teams to ensure projects are successfully delivered
- working with clients to devise and challenge business cases for change
- Define project scope, boundaries, and negotiate acceptance criteria and timescales with clients
- Identifying additional resource requirements and developing business case for change
- analysing financial and other resource requirements of projects and ensure project budgets are appropriately managed and meet the council's standing orders.

Ensuring systemic change takes place at all levels and brings about a fresh and innovative approach to the challenges which lie ahead.

This will involve:

- Applying knowledge of approaches such as systems thinking to complex organisational issues

To plan for, deliver expertise on, and drive forward the change management process.

This will involve:

- Applying knowledge of change management methodology to ensure change is accepted and fully adopted

To quickly develop a detailed knowledge and understanding, and gather information from a wide variety of sources in a diverse and often complex service area.

This will involve:

- The use of personal resilience and initiative to quickly gather information from various sources, both internal and external to the council, to allow the post holder to immediately add value to projects and programmes to which they are assigned.

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a siloed, single division or service area approach.

This will involve:

- Working with cross-cutting Internal Control Boards and other senior bodies to report on progress against plans, the management of key dependencies and, where necessary, escalate risks and issues.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

This will involve:

- The application of knowledge of where to source key benchmarking and other contextual information, from both internal and external sources

To actively role model the council’s priorities and ways of working and the council’s leadership framework and values.

This will involve:

- Demonstrable and visible leadership skills that inspire confidence
- The application of coaching and mentoring to share knowledge and to develop and enable others within the team and more widely

To operate within the governance, financial and legal frameworks of the Council at all times.

This will involve:

- Undertaking the necessary corporate training and development activities, to ensure compliance

The list of duties in the role profile should not be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

Your duties will be as set out in the above role profile but please note that the Council reserves the right to update your role profile, from time to time, to reflect changes in, or to, your job. You will be consulted about any proposed changes.

Confidentiality

- Treating all information acquired through employment, both formally and informally, in confidence. There are strict rules and protocols defining employee access to and use of the council's databases. Any breach of these rules and protocols will be subject to disciplinary investigation. There are internal procedures in place for employees to raise matters of concern regarding such issues as bad practice or mismanagement.

Data Protection

- Being aware of the council's legal obligations under the Data Protection Act 2018 (the "2018 Act") and the EU General Data Protection Regulation ("GDPR") for the security, accuracy and relevance of personal data held, ensuring that all administrative and financial processes also comply.
- Maintaining customer records and archive systems in accordance with directorate procedures and policies as well as statutory requirements.
- Treating all information acquired through employment, both formally and informally, in accordance with the **Workforce Data Protection Policy**.
- There are strict rules and protocols defining employee access to and use of the council's databases. Any breach of these rules and protocols will be subject to disciplinary investigation. There are internal procedures in place for employees to raise matters of concern regarding such issues as bad practice or mismanagement.

Contribute as an effective and collaborative team member

This will involve:

- Participating in training to demonstrate competence.
- Undertaking training as required for the role.
- Participating in the development, implementation and monitoring of service plans.
- Championing the professional integrity of the service.

Equalities and Diversity

- The council has a strong commitment to achieving equality of opportunity in its services to the community and in the employment of people. It expects all employees to understand, comply with and promote its policies in their own work, undertake any appropriate training to help them to challenge prejudice or discrimination.

Health and Safety

- Being responsible for own Health & Safety, as well as that of colleagues, service users and the public.
- Employees should co-operate with management, follow established systems of work, use protective equipment and report defects and hazards to management.
- Managers should carry out, monitor and review risk assessments, providing robust induction and training packages for new and transferring staff, to ensure they receive relevant H&S training, including refresher training, report all accidents in a timely manner on council accident forms, ensure H&S is a standing item in team meetings, liaise with trade union safety representatives about local safety matters and induct and monitor any visiting contractors etc, as appropriate.

Person Specification

Job Title:

Senior Project Manager (G14)

Essential knowledge:

- Project and programme management methodologies and experience of and involvement in their application.
- National and local policy context, including knowledge of the Care Act 2014 and the implications on Adult Social Care.
- Regulatory and legislative framework within Adult Social Care services.
- Employment law and the personalisation agenda for social care.
- Requirements of strategy and policy development in a local government setting.
- Business and programme management, including budgeting, income and outgoings, successfully marketing strategy, recruitment, and retention on staff.
- Establishing and developing programmes and services.

Essential skills and abilities:

- Track record of applying strong analytical skills and lateral thinking to develop creative and innovative solutions.
- Project and programme management skills and knowledge of project and programme management frameworks and different methodologies and when best to apply them.
- Highly developed technical skills and abilities in relation to policy analysis and interpretation with the subsequent development of local government strategy including in-depth local government policy knowledge.
- Strong ability to use quantitative and qualitative information to develop compelling reports and recommendations for action.
- Ability to model, analyse and develop business cases for complex transformation and change.
- A coaching and facilitative style that supports and develops others in the team and across the organisation.
- Ability to balance a varied and dynamic workload with multiple dependencies.
- Ability to work effectively across a range of service disciplines and with a range of people.
- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships.
- Ability to manage and resolve conflict.
- Demonstratable evidence of using well-developed negotiation