

ROLE PROFILE

Job Title:	Programme Manager (Generic)	Job Code:	D/19
Department:	Implementation	Version:	1.2
Reports To:	Lead	Date Created:	November 2018
No. of direct reports:	1-4	Member of:	Delivery Management Team
No of employees in function:	c.10-20	Grade:	L
		Budget:	£5m -35m Budget Holder

Is this a politically restricted Post?	Yes/ No <i>(*if yes, see our policy on what this means)</i>
---	---

ORGANISATIONAL CONTEXT

Our Vision as an organisation is:

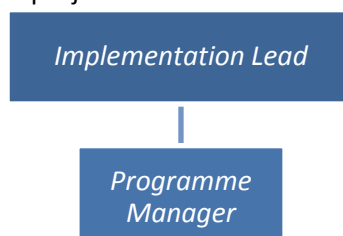
To be a globally recognised economy where good growth delivers high levels of prosperity, jobs and quality of life for everyone.

To achieve this we will:

Secure the means to deliver projects and services needed for growth in the Leeds City Region (LCR), be its voice nationally and internationally, and build the partnerships to ensure the best economic outcomes.

Our department contributes to this by:

Delivering programmes and projects to realise value in order to maximise growth.



Job Overview:

- To lead delivery across one of the WYCA Programmes, driving the programme forward to deliver its outputs and outcomes to time, cost and quality, including all aspects of programme management from planning, contracting, problem solving, ensuring progress, identifying and gaining approval for solutions through to successful implementation and completion.
- To work closely in partnership with internal departments and external suppliers and Delivery Partners acting as WYCA's day to day representative on programme level issues.
- To act as Case Officer on complex/high profile projects or programmes.

- © Design, implement and maintain the systems required for delivering the objectives of your function to support WYCA in achieving its vision.
- © Take a pro-active corporate role in the management of your function including participating in delivering your directorate's objectives.
- © Demonstrate commitment to corporate processes and ensure these are delivered at all times.
- © Be a visible and enthusiastic manager, encouraging partnership working across the organisation.
- © Influence, develop and motivate your team, taking a positive approach to their development.

CRITICAL SUCCESS FACTORS

*We break each job down to explain the critical areas for success, ranked by importance.
These indicate the end result or outputs for which the role holder is responsible.*

People Management:

- To provide line management of Project Managers as required, in line with WYCA policies and procedures, including provision of appropriate coaching and mentoring support.
 - Manage the skillsets, deployment and utilisation of the team within the programme.
 - Lead multi-disciplinary teams to deliver complex/high profile programme(s) of activity.
 - Build mutual respect and trust with internal and external colleagues and Delivery Partners.
-
- © Encourage a partnership approach to work across the organisation and externally.
 - © Provide clear direction, focussing on developing and motivating your team(s) to ensure targets are achieved.
 - © Manage the workflow of the team to deliver a strong performance management culture, where people are accountable for the delivery of results.
 - © Monitor productivity levels and balance of skills within your team, taking action to ensure that they are equipped to complete their work.
 - © Create the right working environment for your team, with a solid ethic of working towards achievement of our vision, utilising the CA's Policies and Procedures.
 - © Take a proactive approach to management of change and recruitment processes, leading consultation meetings and interviews.
 - © Ensure appropriate communication channels are in place and effective between you and your direct reports (e.g. WYCA Exchange).
 - © Fulfil the HR processes associated with being a people manager, e.g. employee relations and development issues.

Technical Duties:

- To lead delivery of the WYCA programmes ensuring key milestones, outputs and outcomes are met, typically working on horizons of one to five years+, in line with the objectives set out in the corporate and service plans.
- Work with the relevant users and businesses to ensure that the programme delivers the outcomes and impacts that are forecast.
- To advise and be directed by the Senior Responsible Officer (SRO) and the relevant Programme Board, agreeing the resources to deliver the programme with the Head of Implementation, programme SRO and *Team Lead*, as appropriate.
- To directly develop and/or to assist sponsors in the development of project/programme business cases in compliance with the WYCA's Assurance Framework and any external funding requirements.
- To develop and maintain programme governance and reporting arrangements, including financial, communication, risk and change management in compliance with WYCA's approved Assurance Framework.
- To define, supervise, control and close the programme in compliance with WYCA's established Portfolio Management Office (PMO) processes.
- Analyse, determine and prioritise key actions to deliver targets within agreed tolerances.
- To problem solve, identify and gain approval for solutions during the management of the programme.
- To identify issues and risks affecting programme delivery and propose actions to address or mitigate these.
- To provide support and guidance to the governance arrangements for the programme component projects.
- To identify and manage programme dependencies and linkages
- To ensure the programme retains its focus of defined project outputs and programme outcomes and delivery is achieved within approved time, cost and quality tolerances.

- To interface with the PMO, provide information on Programme Deliverables and ensure accurate, valid and timely input of programme/project information into the Portfolio Information Management System (PIMS) and raise any exceptions as required through the PMO.
- Work with the PMO, Feasibility and Assurance, and Policy teams to manage pre and post project monitoring and evaluation, demonstrating that the benefits have been achieved and reporting to the relevant funding bodies.
- To work closely with technical advisers (e.g. legal, financial, strategic procurement) to oversee and direct procurement, contractual and legal negotiations with suppliers and Delivery Partners.
- Provide technical input, support and guidance to other projects/programmes as required, developing and sharing best practice and lessons learned across WYCA and externally as appropriate.
- To act as Case Officer for WYCA and partner projects and provide technical support as required, on a matrix management basis, identifying issues and opportunities and mitigation measures to inform reports to Project Appraisal Team (PAT).
- Act as a member of appropriate Peer Review Panels, as and when required.
- Any other duties commensurate with the grade.
- Typically work on horizons of one to five years+ in line with the objectives set in the programme business plan.
- Ensure your function has the right procedures in place to achieve your strategic objectives, developing and amending processes as required.
- Forward plan the workload of the function, thinking through potential contributions, identifying appropriate solutions and acting accordingly.
- Lead by example on Health & Safety matters, ensuring compliance with WYCA's Health and Safety Policy.

Financial:

- Responsible for the delivery of a programme of activity up to a value of £35m.
- Responsible for planning, managing, monitoring and reporting on programme budgets, including for Government and other externally funded projects, providing assurance to the Budget Controller in compliance with WYCA's Contracts Standing Orders and Financial Regulations and that products have been accepted by users so that invoices can be paid / authorised.
- Responsible for ensuring third party compliance with relevant legal agreements and grant awards.
- Ensure compliance with the Assurance process working with the PMO and Feasibility & Assurance teams and provide early warning of any budget deviations from agreed tolerances, planning corrective actions and reporting via highlight / exception reports and timely input of project information into the Portfolio Information Management System (PIMS) as appropriate.

- © Fulfil the requirements of a budget holder/budget controller as delegated and as detailed in the Corporate Standing Orders and the Financial Regulations.
- © Deliver financial results against Corporate Key Performance Indicators.
- © Analyse and appraise financial related information ensuring financial process deadlines are met.

Impact & Influence:

- Under the direction of the Director of Delivery, SRO and Head of Implementation, to represent WYCA and the programme at regular external stakeholder meetings as and when required.
- Lead and manage multi-disciplinary teams, including co-ordination of partnerships with public and private sector stakeholders, suppliers and operators, holding self and others accountable for achieving results to ensure timely technical, commercial and operational inputs.
- Responsible for using strong influencing and conflict resolution methodology, particularly in relation to suppliers and relationships with Delivery Partners, to achieve optimum results.

- Ensure WYCA’s Project and Programme Management Procedures are followed and compliance with WYCA’s policies and all relevant statutory legislation.
- Ensure project teams deliver in accordance with agreed plans, following the principles of ‘Management by Exception’, by creating and implementing strategies to manage quality, risks, communication, health and safety, issues and change management, using the relevant PRINCE2 documentation.
- Ensure that reports are planned and prepared for internal / external Project Boards, PMO, committees and the Leadership Team in an accurate and timely manner.
- Use judgement and technical expertise to recommend solutions to complex problems where the consequences may not be clear, and may not become apparent for over a year ahead, often using innovative thinking, new approaches and data analysis for things that WYCA has not done before.
- Manage communications with internal and external stakeholders, representing WYCA at District and other external committees, meetings and site visits, providing reports and preparing and delivering briefings and presentations as necessary.
- Manage effective use of resources available.
- Analyse and interpret data/information, disseminate and communicate to a range of audiences using a range of media.
- Manage public consultation, representing WYCA at exhibitions, and providing input to other programme related communications as necessary.
- Act as a member of appropriate Peer Review Panels, as and when required.

- © Represent the interests of your function within the context of the wider aims of the CA both internally and externally.
- © Foster good working relations across the organisation, building effective team relationships.
- © Use strong communication skills to influence with key customers and stakeholders ensuring your function is able to deliver results in line with the vision.
- © Identify and find solutions to improve communication channels observed within the organisation.

The above lists of accountabilities are not exhaustive. The role holder will be required to undertake such tasks as may reasonably be expected commensurate with the scope and grading of the role.

THE PERSON

To be fully successful in the role, we believe the following knowledge, skills and experience are required. When recruiting, we are looking for the best candidate match to this, however we know that there are some elements that can be trained and this will be taken into account during the recruitment process.

Knowledge:

- © Holds a Degree in a relevant field or relevant demonstrable practical experience.
 - © Relevant Professional Qualification (PRINCE2 Practitioner, MSP Practitioner or equivalent)
 - © Membership of a relevant professional body e.g. RTPI, RICS, ICE, IHT, APM, CIOB delete as appropriate
 - © Practical experience of successfully performing in a similar role.
- Experience of driving projects and / or programmes to successful conclusions to enable benefits realisation within a Prince2 or MSP environment.
 - Experience of operating within and adhering to a corporate assurance framework.
 - Understanding of the role, purpose and interfaces of key stakeholders
 - Experience of leading procurement procedures, including OJEU, preparing tender documentation, tender appraisal, and commercial and technical management of consultants and contractors, working with legal advisors to negotiate contracts with suppliers and Delivery Partners.
 - Knowledge of different forms of contract under which technical and/or infrastructure works can be delivered.
 - Experience of working in partnership (informal partnering, SLA, joint ventures) with internal and external public and private stakeholders including politicians, local authorities and developers.

People:

- © Experience of prioritising, planning and organising workloads to manage expectations and deadlines.
 - © Experience of managing people including appraisals, performance management, disciplinary, recruitment and selection.
- Leads by example, managing and motivating a multi-disciplinary team.
 - Confronts issues early, and takes a pro-active approach to driving progress and problem resolution in a consistent manner.
 - Experience of working in partnership with stakeholders including political members, suppliers, public and private organisations and residents.
 - Inspires and champions the vision to gain shared agreement with partners

Technical:

- © Demonstrable experience of managing and championing change successfully.
 - © Strong communication skills with the proven ability to influence, negotiate and challenge.
 - © Experience of making compelling business cases/ reports to a range of audiences.
- Demonstrable experience of utilising the available and best practice approaches/methodologies for programme and project delivery.
 - Ability to independently appraise a wide range of projects and provide technical support as required, identifying issues and opportunities and making recommendations to the appropriate audience.
 - Proven understanding of relevant legislation and its application, eg Health & Safety at Work Act and the Equality Act; e.g. (as determined by the programme) Construction Design & Management Regulations, Compulsory Purchase, National Planning Policy Framework, rail safety, highway engineering design core principles, construction and maintenance etc, commercial and housing markets.
 - Extensive knowledge and experience of applying industry procedures and practices as applicable to the role, including e.g. ITSO standards, RIBA Plan of Work.
 - Significant experience of negotiating with partners/suppliers utilising a range of conflict resolution techniques.

- Ability to work independently within agreed tolerances and on an exception based approach, to manage internal and external dependencies, responding and adapting the programme in accordance with WYCA's Assurance Framework.
- Ability to work with and for internal depts. (e.g. Feasibility and Assurance) in a matrix management arrangement, if/when required.
- Ability to work directly with and for Delivery Partners (districts) if/when required.

Financial:

- © Demonstrable experience of successfully managing budgets in line with programme requirements and dependencies.
- Knowledge and experience of applying financial systems and procedures for reporting to a range of funders.
- Ability to ensure value for money is obtained through rigorous project appraisal and applied knowledge of competitive procurement and value engineering.

Impact & Influence:

- © Proven experience of confidently and professionally conveying information both written and oral in a clear, concise and persuasive style.
- © Comprehensive experience of leading, negotiating and influencing stakeholders.
- © Experienced in forming and developing effective senior level working relationships with Members, Government and partner organisations to achieve the best outcomes for the organisation.
- © Comprehensive experience of providing leadership in a complex public-private sector partnership context.
- © Significant level of political awareness.

OUR VALUES & BEHAVIOURS

Championing Our Region | Working Intelligently | Easy to Do Business With | Positive About Change | Working Together

These are our values. We shaped them together and we're proud of them.

We also created a set of behaviours for each of our values. Our behaviours provide us with a way of working and they are our minimum expectations of everyone here.

To	champion our region	we will	Celebrate our successes in scheme delivery and promote the outcomes / benefits they create. Work in partnership with local districts and stakeholders
To	work together	we will	Continue to work with all our colleagues and partners to deliver a portfolio of projects and programmes which meet our strategic priorities and derive maximum benefit for the region
To	be open to change	we will	Be flexible within our portfolio to ensure that we can adapt to the changing needs of our partners and stakeholders
To	be easy to do business with	we will	Roll-out and communicate the new Assurance Framework and PMO roles and processes, accelerate delivery of programmes through commissioning services from internal teams e.g. Legal, Procurement
To	work intelligently	we will	Work closely with Policy and Strategy to ensure we identify and deliver a portfolio of projects and programmes which meet our strategic priorities and derive maximum benefit for the region