

## Job Description

Job Title: Team Leader- Programme Management Office (PMO)

Grade: P4

### Overall purpose of the job

Cambridgeshire County Council has continued to be successful in attracting funding for long standing and ambitious projects to support sustainable growth. This has created a significant forward programme of capital projects. Highways are currently commissioning highways works in excess of £50million annually including the annual highways capital delivery programme.

The Council is also required to programme and respond to the statutory consents processes for several Nationally Significant Infrastructure Proposals (NSIPs), and other significant infrastructure works (i.e. infrastructure that requires Development Consent Order (DCO) or Transport and Works Act Order (TWAO).

During the summer of 2020 an internal review of Highway Capital Delivery was commissioned to understand the effectiveness of capital programme management and the overall control environment. Initial findings led to consideration as to common themes where project design and delivery could be enhanced.

The review highlighted the significant programme of work being delivered, and the scale of the forward programme and multimillion pound infrastructure projects that include new roads, bridges and ambitious schemes to transform how people travel. The expectations for expeditious delivery, the complexity of multiple stakeholders and varied funding arrangements require talented teams, the broadest support network of specialist consultants and delivery mechanisms, and clear processes from inception to completion.

This has led to a significant increase in activity, programming and project control that is required within the Highways and Transportation Directorate of the Council. The Council is keen to expand the PMO office to reach wider into the Place and Economy Directorate of the Council, where other non highway based projects including but limited to education, environment and energy programmes will migrate into the control measures for programme and project delivery that are being established and refined within the Highways and Transport Service.

The Council is looking for a technically competent leader with excellent organisational and communication skills to lead the Programme Management Office team and function, who can adapt to changing service priorities, lead on innovation, introduce improvements, motivate the team, developing a well performing PMO function initially across the Highways & Transportation service, in time spreading out into Place and Economy and wider across the Council, introducing consistent and compliant control measures for all aspects of project and programme delivery across the Council. The role will support the Director and Assistant Directors within the Council delivering the Council's objectives, through joined-up service planning, engagement and the flexible use of resources.

## Main accountabilities

Main accountabilities	
1.	<p><b>Service Delivery</b></p> <p>Responsible for the development and delivery of an effective Programme Management Office leading a team to develop and deliver programme management systems including Power BI/Microsoft Project, tailored to corporate requirements, that effectively programme, resource, cost and risk manage the Council's various works programmes and projects.</p> <p>Develop programme management project lifecycle, gateway and task control, to ensure projects are developed and delivered in a consistent manner compliant with governance controls.</p> <p>Develop and introduce user friendly training material to support Project Managers utilising the programme management systems and software.</p> <p>Roll out and lead on service and corporate training relating to effective programme and project control and excellence in project delivery.</p> <p>Support the Assistant Director Project Delivery, and other managers at Project and Programme Boards, ensuring projects are reported accurately, providing a live position of projects and dashboard reporting.</p> <p>Chair officer working groups and the Project Assurance Group or similar to ensure continued improvement in programme and project delivery and ideas for savings and efficiencies, promoting value engineering and benefits realisation.</p> <p>Provide commercial support and expertise to Project Managers, projects and programmes, ensuring budgets and cost control for the project &amp; programmes are reviewed throughout their life cycle, containing the proportionate optimism bias and risk profiles through the project life cycle gateway processes.</p> <p>Ensure the implementation and development of project and programme costed risk registers.</p> <p>Manage project performance and reporting via KPIs and other indicators.</p> <p>Responsible for the implementation of project delivery plans and programmes which are defined against agreed performance targets and built to time and to budget and quality specifications. To test and validate project &amp; programme information. Perform the role as critical friend on projects &amp; programmes.</p> <p>Be the go-to expert across the Council for programme and project control and expertise.</p> <p>Play a key role in improvement and innovation, engaging with external experts, sponsors and delivery partners, where ideas are shared, assessed and analysed and taken forward where appropriate. This will promote and deliver efficiencies across the service.</p>
2.	<p><b>Business Support</b></p>

	<p>Work closely with the Business Support Manager and team ensuring financial compliance and cost control are aligned to governance requirements.</p> <p>Implement service outcomes, set by the Assistant Director Project Delivery ensuring consistency across the service– e.g. managing and developing the delivery of high-quality service, effecting cultural change, system change and financial savings.</p> <p>To support the Assistant Director, Project Delivery and other managers within Place &amp; Economy in delivering the Council and Directorate’s objectives through joined-up service planning and the flexible use of resources.</p> <p>Actively contribute to the development of strategies for how the Project Delivery service can best meet its objectives, providing support and guidance as required.</p> <p>Ensure awareness and implementation of legislation and best practice from local and Central Government with regard to financial control and contract management.</p>
3.	<p><b>Partnership Working, Stakeholder Engagement and Collaboration</b></p> <p>Work effectively across the Council including other service areas, feeding into corporate requirements, endeavouring to deliver a consistent and effective approach to project and programme programming, control and reporting across the Council and wider joined up with partner organisations.</p> <p>Working in partnership with corporate finance, and oversight by the Council’s Audit service.</p> <p>Work with Parish &amp; Town Councils and elected Members.</p> <p>Take a strategic lead and represent the Council, developing effective relationships with key partners and stakeholders including.</p> <p>Scheme and project sponsors including the Cambridgeshire and Peterborough Combined Authority, Greater Cambridge Partnership, Highways England and other scheme promoters and programme management offices.</p> <p>Engage with relationship management with key delivery partners including framework suppliers Milestone, Balfour Beatty, WSP and Atkins, Government bodies and organisations such as rail and water authorities, and their PMO and programme management functions,</p>
4.	<p><b>Financial, Contract and Risk Management</b></p>

	<p>Works closely with the Council’s corporate finance team ensuring projects and programmes comply with governance controls and Financial Regulations throughout the project lifecycle and gateway process.</p> <p>Ensure all projects have effective financial and risk controls, with costed risk registers across all programmed projects.</p> <p>Ensure appropriate reporting and control measures, so programmes and projects are accurately reported and Team Leaders, the Assistant Director and other managers are made aware of any risk and cost issues promptly, enabling escalations as appropriate.</p>
5.	<p><b>Strategic Development</b></p> <p>Play a key role working across the Council, promoting the Programme Management Office, and effective programming and control of projects and programmes.</p> <p>Work closely with project sponsors including the Cambridgeshire and Peterborough Combined Authority, Greater Cambridge Partnership and Highways England to develop a pipeline of projects for delivery looking at a 3-5 year forward programme.</p> <p>Engage and work collaboratively with various sponsors of consents processes for several Nationally Significant Infrastructure Proposals (NSIPs), and other significant infrastructure works (i.e. infrastructure that requires Development Consent Order (DCO) or Transport and Works Act Order (TWAO), to ensure effective and accurate programming.</p>
6.	<p><b>Leadership and Management</b></p> <p>Lead the Programme Management Office Team providing technical expertise and support.</p> <p>Identify service areas for improvement and efficiency, embracing change and new technology, and be committed to continual improvement.</p> <p>Plan, manage and monitor the effective and efficient use of resources.</p> <p>Inspire and motivate staff to ensure that they achieve their maximum potential, providing flexible use of resource across the service.</p> <p>Ensure the teams professional development so that they have the necessary confidence and skills and are committed to the provision of high-quality services.</p> <p>Identify service improvements and ensure staff develop to meet service and performance targets.</p>

## Person Specification

### Qualifications, knowledge, skills and experience

Qualifications Required	Essential/ Desirable
Degree, HNC or equivalent or relevant no. of years' experience in programme/project management	<b>Essential</b>
Evidence of continued personal/professional development	<b>Essential</b>
Achieved or working towards achieving relevant professional qualification and membership for example: CEng, I Eng, RICS, PMgt.	<b>Desirable</b>
Professional qualification by relevant professional body or extensive experience or relevant post-graduate qualification/diploma	<b>Desirable</b>
Management qualification or willingness to work towards one	<b>Desirable</b>
Relevant Project Management software experience such as MS Project, Power Bi and Primavera	<b>Essential</b>
Relevant experience in development of business processes	<b>Essential</b>
Project risk and cost management experience	<b>Essential</b>
CDM 2015 and Health and safety management experience	<b>Desirable</b>

Minimum levels of knowledge, skills and experience required for this job

Identify	Describe	Essential/ Desirable
<b>Knowledge</b>		
Extensive/Specialist/technical knowledge & understanding of Project Management processes and procedures as subject matter expert.	Extensive knowledge of projects & programmes in H&T and PMO governance of project & programmes and management. Knowledge of stakeholder involvement and key technical issues. Good knowledge of the skill set with regard to consents scheduling, commercial management of projects, cost control (QS), risk management control and programme systems for controls.	E
Detailed understanding of the role and function of a Programme Management office. Knowledge and experience of leading and managing highly specialist professional teams, that are professionally qualified in commercial costs & QS, RICS, MICE, PMgt, Risk management qualification.	Detailed knowledge of PMO systems, their function, application, and development to fit with CCC/GCP/CPCA requirements. Good knowledge of programme control environment that cover cost, risk and value. Knowledge of Power BI, Asta, P6 or similar and their applications. Knowledge of how the skill sets combine to achieve the best controlled environment to manage projects successfully.	E
Extensive knowledge of budget management	Knowledge of project & programme budget controls, profiles and links with corporate financial reporting. Good level of knowledge on commercial values in CCC led projects &	E

	programmes with understating of quantity surveying methodologies.	
Knowledge of procurement legislation	Understanding of NEC 3 options and framework procurement options for professional services, good knowledge of design & build, DBFO, and PFI contracts	D
<b>Skills</b>		
Ability to monitor spending against budget and actively intervene to maintain on-target financial performance using risk management frameworks and having the commercial acumen, contract management and strategy development skills to undertake these functions.	Understand project funding, budgets and spends, profiling baseline and the skill to present complex information to both professional and non professional stakeholder so that it is understood and enables effective decisions to be made to achieve CCC objectives.	E
Ability to think insightfully and innovatively, based on an underlying understanding of key principles to provide innovative and beneficial solutions;	To think of and promote improvements to processes and systems in providing innovative solutions to managing successful projects & teams in H&T, developing solutions that demonstrate innovations and deliver benefits to the services.	E
Excellent written, interpersonal and communications skills,	Ability to write and review board, committee, and governance reports seeking political buy-in for H&T pipeline of projects and activities, investment decisions for projects, financial and performance monitoring. Design and present new ideas to stakeholders (internal & external) and business boards, events and national and local conferences.	E
Excellent analytical skills, ability to work with and assimilate complex data sets relating to project timings, recourses and project costs	The role must assimilate high levels of information from a wide variety of sources and partners, summarise this and communicate it simply.  To understand complex projects and their associated gateway approvals (milestones, cost & risks). The ability to absorb and understand complex detail and communicate what they mean clearly.	E
Skills and experience to respond positively to the challenges of change and to the development and delivery of large scale, complex projects and programmes.	Engage with Members, Directors, Senior Managers, Partners and stakeholders to build understanding of major projects and transport schemes and how this will inform future service delivery. Bring forward learning sessions with relevant businesses, design workshops and share new ideas and concepts for change.	E
Skill and experience to work successfully across multiple politically and private led	The role will have regular contact with Business, supply chain partners, local and national politicians via phone, e-mails and in	E

organisations. Extensive networking skills with an ability to work with a wide range of colleagues and quickly build working relationships with them.	person and be responsible for promoting effective relationships with Members inspiring trust and confidence.	
Comprehensive IT skills and able to use a range of software	Msp, Excel, Word, PBI, P6	D
Ability to maintain a thorough awareness of and anticipate external and internal factors likely to affect local government and be able to find solutions to complex situations.	Understand the role and impact changes in requirements of the service whether via legislation, regulation or external market.	E
Ability to get stakeholder (including staff) buy in to new, and sometimes unpopular, ideas.	Having the skill to be persuasive in presenting and advocating for CCC and the ability to understand different viewpoints whether popular or unpopular and deliver a balanced view, advice and recommendation.	E
Ability to lead, motivate and develop staff in a way that builds individual and team capacity to deliver quality services and continuous improvement.	The skill to develop and motivate staff through extensive experience across the industry. Developing skillsets in the PMO suite deliverables. Mentoring and coaching staff to develop individuals and capacity for continuing improvements.	E
<b>Experience</b>	Give an idea of the type and level of experience required <b>do not</b> specify years of experience.	
Extensive leadership ability, developing strong working multidisciplinary arrangements and building relationships with a wide range of stakeholder group partnerships, including other agencies as a means of ensuring project and service objectives are met.	Experience of working effectively in a political environment, demonstrating high levels of political awareness, sensitivity, confidentiality and understanding, and the ability to translate that into delivering the agendas of the administration and winning the confidence of elected members and external stakeholders.	E
Proven experience of financial and resource planning and the ability to deliver Value for Money on major contracts and operating in a multi-disciplinary financial environment engaging with stakeholders.	Pushing boundaries to improve efficiency, provide value for money, generate benefits and achieve new ways of working.	E
Track record of establishing and implementing effective performance measures and evaluating service quality. Experience of developing focused strategies and prioritising actions,	Extensive experience in implementing effective performance improvements measures in PMO systems adopted at project & programme boards and for committee decisions.	E

leading to change and performance improvements and achieving VFM on Major Projects		
Experience and understanding of the issues facing the public sector in general and local government in particular around investment in major infrastructure in CCC.	Design and deliver consents schedules for major investment programmes (DCO's & TWA's) to secure investment and save money for CCC & partners, to help bridge the budget gap.	D
Experience of working with elected politicians and of ensuring that Project and service outcomes align with broader political priorities.	Working and engaging with members and reporting to improvement board and other member, and non-member boards to demonstrate that project delivery aligns with political priorities.	E
Proven experience in the management and development of a highly skilled and multi-disciplinary professional workforce.	Managerial responsibility for cross-organisational team working, and across boundaries with other agencies and partners, to develop Project & programme opportunities, improve services and solve problems in a coherent and integrated manner.	E
Experience of leading, inspiring and empowering others.	Working with Members and Stakeholders to build a strong future vision for green infrastructure. Empower others to deliver this vision through building their skills and capacity to bring forward new ideas and opportunities to deliver change.	E
Experience of delivering presentations to a wide range of audiences.	Experience of presenting to different audiences both public and private sectors, sometimes complex information in a useable form that the audience can understand.	E
<b>Equal opportunities</b>	Ability to demonstrate awareness/understanding of equal opportunities and other people's behaviour, physical, social and welfare needs	E

### Disclosure level

What disclosure level is required for this post?	<b>None</b>	Standard
	Enhanced	Enhanced with barred list checks

### Work type

What work type does this role fit into? (tick one box that reflects the main work type, the default workers type is flexible)	Fixed	<b>Flexible</b>	Field	Home
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