

LONDON BOROUGH OF HACKNEY

Job Description

JOB TITLE: PROJECT MANAGER

DIRECTORATE: Climate, Homes & Economy

DIVISION: Building Maintenance

GRADE: PO6

RESPONSIBLE TO: Repairs Customer Services Manager

RESPONSIBLE FOR: Team of officers supporting the project

JOB PURPOSE:

This post is mainly intended to but not limited to lead a team to ensure we reduce the increase we have recently experienced in the volume of Legal Disrepair claims

This post will lead on delivering agreed projects to time, cost and quality. Identify opportunities for improvement and produce robust business cases for approval by relevant decision making bodies.

CONTEXT/WORK ENVIRONMENT:

This role will be based within Building Maintenance but will work with services and managers across all directorates. They will also be required to work with and lead on decisions that will have an impact on partnership organisations; Members; the public; external contractors; or any other relevant partners required to deliver the project.

The work programme will be complex, with interdependent objectives; resources and deliverables. The projects undertaken will be wide ranging and cover differentiated knowledge areas and skill sets/ professional disciplines within Housing Services

The post holder will require both a breadth and detail of understanding, in order to make accurate judgements around the timescales; benefits; costs and risks. Project Managers will have to adapt rapidly to shifting demands and priorities, and will be focussed on providing a responsive service to the Repairs Customer Service Manager. This will mean that the post holder needs to be flexible and adaptable, with a high level of professional credibility. The post holder will utilise a broad range of specialist skills, and draw upon a wide range of the Council's intelligence and knowledge to provide Project Sponsors with the support they need to lead the project and maximise the likelihood of delivering the intended benefits. Their work may require designing and implementing systems and processes; diagnosing and providing solutions to performance problems; developing programmes related to improving key cross-cutting outcomes; supporting services to change the way they do

things; managing the development of cross cutting strategies; and helping services to make the best use of their resources.

The programme/ project management aspect of this role is hands-on and focussed on delivery. As the person closest to the programme/ project, the post holder will have a key role in identifying and recommending solutions/ opportunities and creating a vision for the project. This will require the post holder to be both creative and resilient, delivering innovative solutions to strategic and operational challenges; overcoming inertia and building support for change; and ensuring compromise solutions don't dilute the programme/ project benefits. In delivering these projects the post holder will be required to both make timely and accurate decisions, with minimal oversight within the agreed parameters. They will also be the key advisor to the project sponsor and so be highly influential in making strategic decisions relating to the project.

As the initiator and deliverer of radical solutions, the post holder will have a key 'business change' role, communicating and selling the vision for change and supporting all affected stakeholders in transitioning to a new way of doing things.

MAIN RESPONSIBILITIES

1. Undertake reviews to identify opportunities for improvement with supporting evidence.
2. Undertake detailed project planning, management and implementation to ensure projects are delivered on time and to budget, and deliver their anticipated benefits, whilst minimising disruption to Council services. Design effective project governance arrangements and directly address governance issues as and when they arise. Measure programme/ project impacts and ensure lessons learnt are fed back into a process of improving the way the Council manages change.
3. Manage teams that will comprise of Senior Officers with professional expertise (e.g. Service experts; HR; Finance; ICT; Legal; Property; Procurement; Communications) and may include external contractors. The post holder will be expected to champion the programme/ project vision, using experience to provide powerful analogies/ case studies to support the agreed course of action.
4. Develop effective working relationships with lead stakeholders within the programme/ project, including service based officers (up to Director level); 'professional' support services officers (HR/Finance etc); elected Members, Chief Officers, Trade Unions; professional advisers and contractors.
5. Provide credible, accurate and timely reports to the agreed frequency, and to report ad-hoc and promptly on any appropriate developments that could adversely affect the project, or the Council in a wider context.
6. Be responsible for effective risk management and issue resolution for the project. Make recommendations and set frameworks to ensure key decisions are made with consideration of all relevant factors.

7. Quality-check the projects for which the post holder is responsible and provide regular assurance on their viability; governance and risk profile.
8. Effectively chair project meetings and produce any required project documentation (in line with the Council's project management toolkit).
9. Represent the Council in communication and consultation with relevant stakeholders that may include (affected staff; Senior Management; Members; service user groups; Trade Unions; supplier organisations). This may require negotiation both internally and externally, and involve the resolution of complex problems and conflicting priorities.
10. To monitor the project budget and in the event of deviation recommend appropriate remedial measures.
11. Sensitively manage business change to ensure that changes to structures/ behaviours/ processes are complementary and to minimise the negative impacts of the associated disruption to staff and systems.

ADDITIONAL RESPONSIBILITIES

Expectation to provide strong leadership, using experience to provide powerful analogies/ case studies to support the agreed course of action

Provides operational management and guidance where required.

Expected to undertake complex financial modelling and take responsibility for budgets.

Manage relationships with stakeholders to design and deliver sensitive and complex projects, using influencing and negotiation skills to build consensus and achieve project objectives.

Consequences of decisions made by the post holder in delivering projects are likely to be felt across several council departments, having significant impact on multiple council services, large numbers of people and other external organisations.

STANDARD CLAUSES

1. To actively promote customer satisfaction, value for money and performance management in their own role.
2. To demonstrate a wholehearted commitment to the organisational values and culture.
3. To positively promote and represent Hackney Council
4. To promote an environment of continuous learning and improvement.

5. To consistently promote and apply equality and diversity, in line with Hackney Council's policy/procedures and ensure that this is demonstrated and maintained throughout all areas of responsibility.
6. To be aware of, and observe fully and promote, Hackney Council's policies relating to health and safety and risk management and best practice, throughout all areas of responsibility.
7. The post holder will be expected to undertake such additional duties or responsibilities, consistent with the role and grade, as may be allocated.
8. Ensuring that equality impact assessments are completed for policy and service areas.

NB: All employees are expected to adhere to the Council's Diversity & Equality and Health and Safety Policies.

LONDON BOROUGH OF HACKNEY

Person Specification

JOB TITLE: Project Manager

DIRECTORATE: Climate, Homes & Economy

DIVISION: Building Maintenance and Estate Environment

GRADE: PO6

RESPONSIBLE TO: Repairs Customer Services Manager

RESPONSIBLE FOR:

May be required to take on temporary line management responsibilities of up to 2 staff (possible secondments or specialist contractors).

QUALIFICATION:

- Knowledge of the construction industry, particularly in relation to reactive repairs (including Legal Disrepair)
- Full driving licence preferable.
- A building trade or management qualification would be desirable or the relevant experience.

KNOWLEDGE AND EXPERIENCE

- Project Management
- Stakeholder and relationship management
- Risk management
- Partnership working/working across the public sector
- Managing budgets
- Benefits management and cost benefit analysis (identifying and achieving desired outcomes from projects)
- Policy and strategy development
- Service redesign and business process redesign

- Sharing service functions (e.g. Single Front Office; centralised support services)
- Contracting out of services/ TUPE regs
- Behavioural/ culture change/ customer service related (internal)
- Behavioural/ culture change (external)
- Income maximisation
- Procurement/commissioning
- Asset management/ property
- Organisational change theory and methods
- Successful and failed programme/ project environments
- Establishing or developing performance management frameworks
- Policy/ Strategy context (e.g. public sector reform agenda/ modernisations of government/ future of local government)

Core Competencies:

The descriptor of required competency level at each grade is additional to that required at the previous level.

Project Manager

1	<p>Communicate effectively, displaying empathy, influencing and negotiating.</p> <p>Project Management</p>	<p>Builds good internal and internal relationships.</p> <p>Represents and promotes the image of the Council and Partnership in internal and/or external forms.</p> <p>Promotes strong engagement and consultation across partners.</p> <p>Establishes and maintains communication with internal and external individuals and groups of all levels of seniority on complex and potentially difficult/sensitive issues.</p> <p>Find out others' desired outcomes, negotiating positions and hidden agendas through effective networking.</p> <p>Can influence key people and identify the levers to make things happen.</p> <p>Proactively initiates discussions with key influences and decision makers and gains their confidence and support.</p> <p>Uses understanding of the political, cultural and organisational drivers behind people's behaviour to influence key stakeholders , achieve consensus and generate sustained commitment.</p> <p>Quickly anticipates likely areas of conflict/arising issues and takes an autonomous decision whether to undertake</p>
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		<p>preventative action or facilitate a managed resolution.</p> <p>Can design, implement and manage teams for multi-disciplinary and cross-directorate projects. Can design, implement and manage teams for projects involving internal and external stakeholders.</p> <p>Can support others to effectively use project management tools including business case development and benefits analysis.</p> <p>Can lead high profile, high risk of sensitive projects. Advise colleagues on resolving their project issues where they arise and intervene as required.</p>
2	Decision making and strategic thinking	<p>May sometimes advise /need support for decision making. Can demonstrate a wide range of techniques to support strategic thinking and policy development. Rarely needs support to make decisions and can do so quickly and responsively.</p>
3	Delivering value for money	<p>Clearly demonstrates how recommended actions deliver value for money. Prioritises own resources to have the maximum impact on delivering strategic priorities. Can identify creative/innovative ways to maximise financial and other resources - consistently strives to do more with less. Ability to assemble and challenge robust business cases and manage a portfolio of activities to achieve return on investment. Establish ways to continuously improve value for money and adjust resource allocations to meet challenging demands. Identifies and advises on financial risk.</p>
4	Leadership and initiative	<p>Provides a clear sense of leadership and direction, working proactively and taking ownership of problems and challenging barriers to achievement of objectives. Manages and influences upwards.</p> <p>Does not rely on hierarchy to influence and does not pass issues upwards unnecessarily. Can work with little management supervision.</p> <p>Provides direction for the organisation and builds capacity to address current and future challenges. Quickly establishes peer to peer relationships with Project Sponsors (up to Director level) and is able to resolve issues at this level without support from line management.</p>

5	Collaborative and team player	<p>Proactively engages managers, elected members and external partners and brings together relevant stakeholders as necessary around specific issues.</p> <p>Think through issues corporately - not just a particular area. Secures mutual understanding and commitment with delivery partners.</p> <p>Works jointly with delivery partners to achieve best outcomes. Shows awareness of the motivations and strengths of others when securing collaboration.</p> <p>Can have uncomfortable conversations with managers, members and partners to resolve issues and achieve clarity. Anticipate potential pressures of self and others and work with colleagues to minimise the impact.</p>
6	Thrives in and contributes to a high performing culture	<p>Works in a paced yet organised way. Takes responsibility for identifying and taking action to address areas for personal development. Can focus themselves and others on priority outcomes and prioritises on the critical path.</p> <p>Identifies tasks and responsibilities that can be carried out by others.</p> <p>Takes on challenging tasks and assignments and is able to develop new skills and takes on new areas of work in line with the needs of the organisation and the team. Does not assume responsibilities that should be delegated.</p> <p>Builds and maintains momentum to deliver results. Provides constructive feedback to other colleagues and is able to coach, develop and empower others within the team.</p>
7	Problem solving and thinking innovatively	<p>Sees the bigger picture and is sensitive to changing internal and external environments.</p> <p>Generates new ideas and alternative options. Keeps abreast of latest thinking, new trends and developments in area of expertise and applies/takes action accordingly. Keeps abreast of latest thinking, new trends and developments in a wide range of relevant areas and applies/takes action accordingly.</p>
8	Flexible and adaptable	<p>Able to adapt to different people and flex styles to suit different needs and ways of working.</p>

		Engage others to adopt change by outlining the rationale Actively champions and supports change, helping service managers and team members to act responsively and adapt as required.
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Hackney Housing Requirements:

- Commitment to Hackney Council's core vision and values.
- Commitment to a culture of learning, development and empowerment across the organisation.
- Wholehearted commitment to the principle of achieving equality of opportunity and celebrating diversity.
- Commitment to team working.

Other Special Requirements:

- Able and willing to attend evening meetings or to undertake work outside of normal working hours.

NB: All employees are expected to adhere to the Council's Diversity & Equality and Health and Safety Policies

