

JOB DESCRIPTION

Job Title:	Estates Project Management Office (PMO) Manager
Department / Unit:	Estates Department
Job type	Professional Services
Grade:	G9
Accountable to:	Deputy Director (Projects)
Accountable for	<p>Line management of the following Estates services.</p> <ul style="list-style-type: none"> • Sustainability Team, led by G8 Head • Programme Manager (G8). • Project Management Team (G8). • PMO Coordinator (G7). <p>As defined in the attached departmental organogram (Appendix 1 v9)</p>
Purpose of the Post	
<p>This post is a key senior strategic governance, planning, and operational position, at departmental senior team leader level with an emphasis on project and programme governance and reporting and its ancillary functions. This role has the capacity when designated to act for the Deputy Director of (Projects) and is designed to form a potential succession post for the Deputy Director (Projects).</p> <p>The post holder will ensure that the department's (and by extension College's) governance and project and programme management related resources, staff, and material; in house and external, and external contracts are directed in the most effective and efficient manner in support of the University's Strategic Planning processes and the College's associated strategies i.e., Sustainability Strategy.</p> <p>This will specifically align with the governance and reporting requirements in support of existing and emergent College initiatives around ongoing issues such as Sustainability, Hybrid Working, College growth or any other identified initiatives associated with the College's academic or residential estate, physical, experiential, or virtual.</p> <p>The delivery of a professional "customer focused" estates departmental service for the benefit of the University's wider stakeholder community will be achieved utilising appropriate, web based transparent and dynamically reported customer focussed KPI's and SLA's, validated through regular testing via staff and student customer focus groups.</p> <p>The focus for the post holder will be the ongoing development and refinement of a 'best in class' project and programme governance and reporting framework consistent for all project and programme reporting. The post holder is also expected to be instrumental in directing a wider 'continuous improvement matrix model' review of all departmental systems and procedures to ensure that wherever possible, simple, digital and customer empowering best practice and best value systems are identified, implemented, and reported.</p>	

Key tasks and duties

1. Establish and manage the Estates Department Project Management Office.

- Direct and support the ongoing development of an aligned suite of standardised project governance and reporting documents applicable to both College (internal) and external PM consultancy project reporting.
- Active participation in the preparation of strategic long-term investment programmes for the academic, residential, and catering estate to inform PM resourcing and reporting and governance alignment.
- Active participation in Strategic Planning processes through Project Boards, Governance Committees, and Internal/External stakeholder groups to brief, report and deliver the project and programme governance Estates elements required to ensure their effective application.
- Active engagement in the formation, refinement, and reporting of a digital management tool for Capital Project Evaluation and Prioritisation (CPEF) governance and resourcing in support of the College strategic capital planning.
- Active engagement with the Principal's Administration Team to ensure timely communication and forward reporting of all key committee dates, in appropriate sequencing, necessary for the adherence of appropriate project governance.
- Actively engage with other Professional Service PMO functions i.e., IT, Strategic Planning, to ensure that where it is required, there is timely multi-service project governance which is appropriately aligned.
- Active participation in the development of a robust yet flexible governance and reporting approach to the management of Small Works and Reactive Maintenance (SWARM) Estates projects and programmes, including onward reporting of sub-project issues such as carbon management and energy reduction.
- Directing project and programme related external consultants governance briefing for estate issues including the coordination and interface of Facilities Management (hard and soft); Maintenance (services and material specification), Programme, Project, and Cost Management services etc.

2. Directing and managing a progressive, pro-active, and enabling Programme and Project Management staff resource, utilising digital processes and systems wherever possible with a focus on alignment with major estates and College initiatives, reporting through appropriate Estates SLA's and KPI's.

- Assist in the formation, refinement, and reporting of a digital management tool for estates programme and project management governance and resourcing.
- Assist in the formation, refinement, and reporting of an effective digital management tool for estates backlog maintenance management, governance, and reporting.
- Ensure that PM staff are aligned with the need for energy, carbon and backlog remediation impacts when preparing and reporting on projects.
- Ensure pro-active and timely engagement with project stakeholders by PM project staff in the briefing, reporting and management of projects.
- Active participation in Front of House, Professional Service and H&S related Review Groups and initiating projects and procedures to deliver an improved cost effective and benchmarked service supported with digital enhanced customer feedback.
- Active engagement with the University's ongoing planning reviews for academic and professional services.
- Assisting in the direction, briefing and alignment of the project related PM and programme resources to provide a pro-active, coordinated, and holistic Estate's customer focussed approach to estate management and estate project works programmes.
- Actively manage the collation, sign off and reporting of recurrent estate data, including appropriate project related Estates KPI's and SLA's through line management of the Estates Data Analysis team ensuring alignment with other areas of College data management i.e., Strategic Planning.

3. Assist in the development of an embedded environmental and sustainability strategic focussed

approach to all project and programme governance documentation and procedures wherever possible in support of achieving a net zero carbon campus by no later than 2050. Applicable to new build as well as refurbishment projects, it will be underpinned by a comprehensive suite of coordinated and complimentary policies.

- Actively support the onward development, management and reporting of the College Sustainability Strategy and carbon management plan in support of the College NZC objectives.
- Lead the preparation of project related sustainability policies including sustainability related Employers Requirements (ER's) to assist in the project briefing of contractors and consultants for new build and refurbishment works.
- Assist in the development of Estates related sustainability metrics and performance data particularly from recurrent works programmes such as SWARM Estates.
- Through line management of the Head of External Spaces, develop, maintain, and report against a College Bio-diversity strategy and plan.
- Through line management of the Sustainability team, develop, maintain, and report against a sustainable transport strategy and its embodied Green Travel Plan.
- Develop and nurture alternative travel options including walking, cycling, public transport, and vehicle sharing as alternatives to single car usage. Develop modal split targets to monitor and report on the changes in vehicle use statistics.

4. Directing and managing a pro-active, engaged, and sustainable H&S compliance culture through governance documentation and procedures for all project related estates and estate related works with a clear emphasis on developing robust and transparent compliance management and reporting.

- Ensure that all project or programme governance documentation and processes ensures appropriate and timely engagement, supported by milestone sign off points, with the College Health and Safety (H&S) Team, to ensure high level and broad-spectrum compliance oversight.
- Ensure that all project or programme governance documentation and processes references standard H&S Employers Requirements (ER).
- Ensure that all project or programme governance documentation and processes ensures and enables appropriate and timely engagement with all appropriate DDA and EDI committees.
- Active engagement with the development and roll out of a corporate and departmental Health and Safety Management Plan.
- Active engagement in the recording, development and reporting of an Estates projects and programme related departmental and College riskregister.

5. Supporting the delivery of capital and revenue related project and programme external service contracts (consultancy and services) to secure an effective, best value and complimentary Estate's customer focussed service for the University.

- Active management of the University's project, programme and service-related estate procurement processes and procedures to ensure the optimal resource balance of internal and external project resources against project demand, with appropriate and timely engagement with the College Procurement Team.
- Development of effective and efficient College compliant standard procurement strategies for the delivery and reporting of Capital, Recurrent (Cyclical Maintenance & Small Capital Works) and specialist strands of Estate development works i.e., Founders Endowment Fund works.
- Support the development of an effective Heritage Management Strategy and individual Heritage Management Plans for the Grade 1 listed estate i.e., Founders, Boiler House, Bedford Square etc.

6. Miscellaneous

- Represent the University to the outside world, to further the University's interests and secure its objectives.
- Promote and maintain equality of opportunity and diversity with respect to both University

staff, students, and external stakeholders.

- Appropriately and effectively discharge departmental and University Health & Safety obligations and responsibilities.
- The post-holder will from time to time undertake such other responsibilities determined as appropriate by the Estate Director or other designated Senior or Executive University staff member.

The duties listed are not exhaustive and may be varied from time to time as dictated by the changing needs of the College. The post holder will be expected to undertake other duties as appropriate and as requested by their manager.

The post holder may be required to work at any of the locations at which the business of Royal Holloway is conducted.

The post holder will be required to participate as a Bronze Responder in any Major Incident or Business Continuity response initiated by College.

Internal and external relationships

The following list is not exhaustive, but the post holder will be required to liaise with:

Internal (College)

- College Council
- College Executive/SMT
- Project and Programme Boards or Committees (PAG, EB, BCPC, FC, EPC and College Council)
- College MI&BC
- College Academic Schools
- College Professional Services Departments
- College Students Union

External

- Runnymede Borough Council*
- Surrey County Council*
- MP and Local Councillors
- The Crown Estate
- Local Community and Resident Associations i.e., RH&RCG

*Including associated services i.e., highways, planning, statutory services.

PERSON SPECIFICATION

Details on the qualifications, experience, skills, knowledge, and abilities that are needed to fulfil this role are set out below.

Job Title: Estates Project Management Office (PMO) Manager

Department: Estates Department

	Essential	Desirable	Tested by Application Form / Interview / Test
Knowledge, Education, Qualifications and Training <ul style="list-style-type: none"> Minimum degree level (or equivalent) in a property related professional service, or Equivalent relevant proven and tested experience in an appropriate property related professional service role Recognised qualifications or substantial training in a project management or monitoring software package i.e., Power Project. A demonstrable awareness of pertinent Health and Safety / Compliance legislation. A working knowledge of property related legislation and formal procedures i.e., rating, valuation, planning, procurement etc. A proven awareness of key project management techniques i.e., critical path analysis, contingency planning etc. 	✓ ✓ ✓ ✓ ✓		 Interview Interview Interview
Skills and Abilities <ul style="list-style-type: none"> Excellent written and oral communication skills with the ability to negotiate in a variety of contexts. An ability to take and maintain a strategic viewpoint while securing the implementation of detailed operations and services Provide leadership and support to motivate colleagues to reach objectives with limited resources and meeting tight deadlines when required. Acknowledge and support the needs and interests of diverse staff, students, and external University clients. 	✓ ✓ ✓ ✓		 Interview
Experience <ul style="list-style-type: none"> Demonstrate a proven track record in a leading-edge customer focused service provision within a large and dynamic organisation. A proven track record at a senior level, of managing teams. A proven track record of managing large scale or complex multi-stakeholder projects or services. Demonstrable experience in managing multi-disciplinary projects, co-ordinating external contractors, and internal service providers within budget and to agreed standards. Successful experience of change management. 	✓ ✓ ✓ ✓	 ✓ ✓	 Interview Interview Interview
Other requirements <ul style="list-style-type: none"> A commitment to continuous personal development. 	✓		Application form/ interview