



## 1. JOB DESCRIPTION

**Job Title:** Project Manager

**Department(s):** Strategic Planning & Performance Directorate

**CAJE ID:**

**No. of Job Holders:** 1

## 2. JOB PURPOSE

To act as the Project Manager for key programmes of transformational change across NHS Lanarkshire. Reporting to the Head of Planning and Development, this role will have primary responsibility for delivering expert leadership and operational management in project briefing, design and implementation.

The post holder will lead and manage multi-disciplinary internal and external teams throughout the design, competitive tendering exercise and appointment of development partners. This will include tender analysis and reporting, authorisation and formal appointment of the successful bidder, onto the construction and commissioning of new capital builds.

The post holder is responsible for working with the project team and NHSL stakeholders to deliver complex projects. The successful individual will require to be comfortable in a demanding environment, with competing demands and with limited and sometimes conflicting information. Errors in decisions could lead to £m+ costs and delays on delivery, the successful candidate will therefore, be required to demonstrate sound decision making and excellent governance.

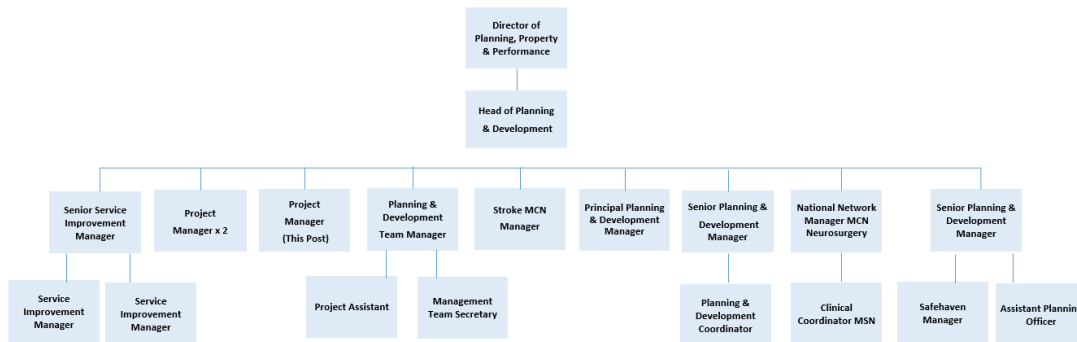
The post holder will coordinate and enable realisation of the intended benefits of the clinical strategy for the Monklands Replacement Project within agreed timescales and costs. This will include ensuring all design milestones are met and stakeholder engagement is suitable and able to be evidenced.

The post holder will report to the Head of Planning and Development. The post holder will have line management responsibility for the members of the project team, ensuring timely and accurate deliver of tasks.

The post holder will identify and manage project plans, project budgets and mitigate against risks to ensure timeous progress.

The post holder will have significant managerial responsibility in the delivery of designated projects. This will include the management of a wide variety of external advisors across a range of specialities (architecture, engineering, PSSD, healthcare planning etc).

### 3. ORGANISATIONAL POSITION



### 4. SCOPE AND RANGE

The post holder has responsibility for leading and managing multiple projects and controlling project costs within the approved budget. The post holder has influence over budgets including but not limited to:

- Cumbernauld Treatment Centre £30m capital, £3m revenue

The benefits to be achieved through this investment centre on meeting the objectives set out in our new healthcare strategy “Our Health Together”.

Our Health together describes the changes to health and social care needed to meet the future needs of the population, within the context of MHS Lanarkshire’s recovery and remobilisation planning. The ambitions in Our Health Together will be fully integrated with the strategic commissioning plans being prepared by North Lanarkshire Integration Joint Board and South Lanarkshire Joint Integration Board.

### 5. MAIN DUTIES/RESPONSIBILITIES

- Support the Head of Planning and Development in the delivery of critical projects for NHS Lanarkshire.
- Work closely with all stakeholders to contribute to the development of a fully effective integrated planning process and strategy that supports the achievement of NHS Lanarkshire goals
- Identify and lead on the preparation of progress reports and other project management update and control documents relating work packages required.
- Ensure project governance structures are in place and is embedded within work delivered.
- Lead the appointed consultants (healthcare planners, Lead Advisors etc) in delivering all aspects of work to deliver the projects and implementation.
- Monitor, report and approve consultant and contractor invoices as appropriate.
- Will be expected to identify and comprehensively manage work streams required to deliver key milestones across a number of key projects
- Provide advice and support to user departments to help them to identify their requirements and there after assist them to develop any required business cases, conduct feasibility studies etc so that our projects have clear and justifiable rationale and supporting plans are achievable and represent best value.
- Support the Head of Planning and Development to identify and appoint professional advisors/contractors to ensure that all projects have the necessary professional input

ensuring best value.

- Support the management of all aspects of projects within a risk management framework.
- Deputise for the Head of Planning and Development (and other members of the Planning and Development Team) as required.
- The post holder operates with a high degree of autonomy. Where allocated, this will include all project implementation once approval has been given.

## **6. EQUIPMENT & MACHINERY**

Use of computers and the associated software packages, which include CAD, Word Processing, Spreadsheets, models, Databases, Project Management and procurement systems.

- Provision and maintenance of a private car to be available (and insured) for public sector/NHS business use.
- Mobile telephone
- Desktop and lap top computers, cameras and presentation equipment
- Maintenance and use of personal protective equipment

## **7. SYSTEMS**

The Project Manager will be expected to use and be familiar with key strategic and statutory guidance which is relevant to the post. This would include material on procurement, building regulations, planning and health and safety such as:

- Public contracts (Scotland) regulations
- Statutory building regulations
- Local council planning approval procedures
- Health and safety policies and procedures/construction (design and management)
- Equality Act

As well as general systems including:

- Ability to develop & interpret spreadsheets for budgetary control and record keeping.
- Standard keyboard skills.
- Printing and collating of Architects/ Consulting Engineers Drawings for distribution and issue to multi-disciplinary groups.
- Use and management of various complexes extranet project management systems e.g. ASITE and BIM systems in relation to detailed design information.
- Finance and Purchase Order Systems.

## **8. DECISIONS & JUDGEMENTS**

- The post holder will be expected to use their professional knowledge and experience to inform, guide and manage complex projects with multiple internal and external stakeholders.
- Throughout the lifetime of a project the post holder must take financial decisions to ensure completion within budget and on time.
- Prepares and analyses complex reports, received from Consultants, Contractors and Service Providers and submits weekly and monthly reports to appropriate personnel, e.g. General Managers, Stakeholders
- The post holder will require knowledge in Project Procurement processes and have the ability to exercise judgement to enable accurate analysis and interpretation of information in complex and non-routine situations, which may have wide ranging effects on the organisation.
- The Head of Planning and Development will set objectives and a high level of autonomy is required.
- The post holder reviews and initiates Post-Project Evaluation (PPE), as appropriate, in liaison with other Departments, Users and Design Teams.
- Undertakes financial audits to ensure compliance with agreed budgets and ensure compliance with NHS Lanarkshire's Standing Financial Instructions.
- The post holder is responsible for ensuring timelines are met and delivered in budget for all areas under their control, escalating any issues immediately.
- Selection, appointment and management of external advisors to the project.

## 9. COMMUNICATIONS & RELATIONSHIPS

Excellent communication skills are required together with good presentation skills and the ability to negotiate and influence outcomes across a wide range of areas of responsibility including change management.

The post holder will be required understand, distil and deal with complex sensitive data and information during liaison with other NHS Lanarkshire wide and external stakeholders such as Technical Consultants, General Public, Local Authorities, Landowners, Regulatory Bodies and HFS/NSS and SG as appropriate. Respecting confidentiality of sensitive information and the ability to communicate this in a clear manner with tact and diplomacy is important.

The main internal contacts of the post are:

- Divisional Directors of the North & South Health & Social Care Partnerships and other Executive Directors
- Directors of Acute Division and CHPs
- Service leads
- Infection Control
- Partnership.

The main external contacts are:

- Senior staff within Local Authorities and other public sector agencies.
- Developers
- Professional advisors covering health care planning, land use planning, hard & soft FM, design, legal, finance, etc
- Contractors on an as required basis to award and manage contracts.
- Health Facilities Scotland to, maintain awareness of national developments, monitor evolving practice as appropriate
- Environmental agencies on an as required basis regarding planning approvals, etc.
- The Scottish Executive Health Department on a regular basis for data submission & information gathering purposes and to remain aware of evolving best practice.

The role covers accountability for

- Ensuring commercially sensitive information is communicated appropriately with due regard to contractual confidentiality and transparency.
- Risk management, management of inter-dependencies and delivery of a large and complex programme.
- Devising a range of appropriate project and programme assurances.

Partnership Working:

- Leading through partnership working is the essence of the post. The job holder requires a high degree of flexibility and the ability to work at peer level with Executives, non-executives, boards, clinicians and operational teams across the full range of public and private organisations.

## 10. DEMANDS OF THE JOB (physical, mental, emotional)

**Physical**

- Keyboard & IT skills, driving licence are essential. The ability to attend meetings and site visits and be able to sit for long periods of time will be necessary.

**Mental**

- The need to meet specific time constrained deadlines and distil complex information into appropriate reports and presentations to different audiences is key.
- The ability to communicate clearly and succinctly to a range of audiences in technical and nontechnical language across several services and accept constructive challenge to advice or information imparted will be regular.
- Chair meetings and have good motivational and diplomacy skills, and the ability to form arguments and cases which influence outcomes to meet corporate objectives and implementing action logs to meet tight deadlines.
- Being able to focus intently for considerable periods on highly technical information to ensure that appropriate procedures are adopted to deliver appropriate service.
  - Develop and maintain effective working relationships across NHSL and external stakeholders, applying NHSL values at all times.
  - Manage & resolve disputes and deliver effective solutions based on NHSL needs rather than personal choice.
  - Consider differing opinions and avoid reactive to pressure to facilitate implementation of the most appropriate option for NHSL.
  - Chairing Meetings and producing action plans to meet critical deadlines.
  - Writing Reports for both internal and external bodies which require high level of concentration.
  - Taking minutes of meetings and circulating to Project Boards and other external agencies e.g. Local Authorities.
  - Maintaining system financial monitoring of projects and reports on potential over/under spends to senior Finance/General Managers.
  - Day to day requirement to develop and create reports, documents, drawings and maintaining one or more information systems.
  - Use of IT Applications to create reports, maintain project information systems e.g. Microsoft access, Microsoft Word, Microsoft Project and Computer Aided Design (CAD).
  - Light physical effort is required around buildings or construction sites.
  - Considerable mental effort required with a high level of concentration to ensure effective production of project information.
  - The post holder will set objectives and monitor the work of user groups on a daily/weekly and monthly basis.
  - The post holder assists in the evaluation and appointment of design consultants and contractors, in line with Divisional, SEHD, and European Procurement (OJEC) policies and procedures.
  - Working in a changing and sometimes difficult environment with regards to policies, statutory and mandatory guidance etc applicable to the built environment.
  - Exposure to public e.g. planning issues in relation to planned sensitive projects that may require public involvement.
  - Occasional use of public transport to attend Design Team Meetings/Seminars/Training Events.
  - The post holder is responsible for ensuring timelines are met and delivered and on budget for all areas under their control.

**Emotional**

- The post holder will be expected to treat sensitive information in a controlled and confidential basis.
- The ability to manage competing views and some conflict with regard to different opinions,

whilst being capable of constructive challenge is a feature of the role.

#### **11. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB**

The main challenges facing the post are:

- Ensure competing pressure of client clinical/service requests are appropriately included with project design/contract, ensuring technical/financial matters are always considered.
- Establishing and sustaining an effective capital planning process which delivers on time and to budget.
- Securing the appropriate investment to deliver the Strategic Plan and build in significant flexibility to accommodate changes.
- Integrating capital planning within single system working.

#### **12. KNOWLEDGE, TRAINING AND/OR EXPERIENCE REQUIRED TO DO THE JOB**

- Educated to Postgraduate Degree at Masters Level, or equivalent.
- Experience of Project Management of major projects with financial and construction management accountability.
- Demonstrable experience of the Project Manager role within large scale and complex projects, including initiating the facilitation of contributions from numerous diverse professional stakeholders.
- Experience of client-side project management on large scale projects is desirable.
- Experience of Managing multidisciplinary Professional Advisors, including financial accountability & control of fees.
- Demonstrable and experience in writing complex technical and Project Management update reports to governance group(s).
- Demonstrate high analytical judgement and critical leadership skills to meet and sustain all objectives.
- Demonstrable extensive experience of the management of Hard and/or Soft FM services.
- Ability to develop and maintain effective, positive relationships with a wide range of internal and external stakeholders, providing a positive role model for engagement, involvement and partnership working.
- Previous roles demonstrating knowledge and skills in the areas of performance management, numeracy, financial management and effective change management.
- This role requires experience of managing large and small capital projects from inception through to handover. Experience of managing a significant number of concurrent large and small capital projects is also required.
- A sound knowledge of Health & Safety Management.

**Job Description Agreement**

**Job Holder's Signature**

**Print Name**

**Date**

**Head of Department Signature**

**Print Name**

**Date**