

Job Description:
Director of Projects and Programmes

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| Function: | Defence & Government Services, Integrator |
| Job:  | Director of Projects and Programmes |
| Position:  | Director of Projects and Programmes |
| Job holder: |  |
| Date (in job since): |  |
| Immediate manager (N+1 Job title and name): | Director of Real Estate |
| Additional reporting line to: | N/A |
| Position location: | London |

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| 1. Purpose of the Job – State concisely the aim of the job.  |
| The Department for Work and Pensions (DWP) is the UK’s biggest public service department, with a property portfolio of over 800 properties. The portfolio principally comprises front of house Job Centres (JCPs) and Medical Examination Centres (MECs), and an Operational and Corporate Centre office estate. Most of the estate is leasehold interest and includes colocation with Local Authority and Central Government bodies.The DWP Estates Directorate (Estates) have recently exited a 20-year PFI contract and have embedded a new operating model transforming the way they deliver real estate services to the Department. As part of the operating model transformation, Sodexo have been engaged as the ‘Integrator’ to work with Estates and their supply chain to identify and deliver service delivery effectiveness and efficiencies.As the Director of Projects and Programmes, you will be responsible for leading the Sodexo Programme Management team and PMO to align the end to end planning and delivery process for all capital investment projects from initial feasibility through to financial approval, design, delivery and completion, to ensure projects are delivered on budget, on programme and to a high standard of quality. |
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| 2. Dimensions – Point out the main figures / indicators to give some insight on the “volumes” managed by the position and/or the activity of the Department. |
| Revenue FY13: | €tbc | EBIT growth: | tbc | Growth type: | n/a | Outsourcing rate: | n/a | Region Workforce | tbc |
| EBIT margin: | tbc |
| Net income growth: | tbc | Outsourcing growth rate: | n/a | HR in Region  | tbc |
| Cash conversion: | tbc |
| Characteristics  | Where the role relates to the DWP Integrator contract, the following dimensions apply: * Responsible for directing estimated £600m third party supplier spend
* Accountable for over 250,000 assets
* Portfolio of over 750 buildings (reducing from 950)
* 85,000 Authority employees and contractors (end users)
* £15m revenue p/a
* 5 year contract
* Over 1.5m sqm NIA across the DWP estate
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| 3. Organisation chart – Indicate schematically the position of the job within the organisation. It is sufficient to indicate one hierarchical level above (including possible functional boss) and, if applicable, one below the position. In the horizontal direction, the other jobs reporting to the same superior should be indicated. |
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| **4. Context and main issues** – Describe the most difficult types of problems the jobholder has to face (internal or external to Sodexo) and/or the regulations, guidelines, practices that are to be adhered to. |
| The DWP property portfolio has been delivered under a PFI for the last 20 years. The PRIME vehicle with Telereal Trillium (that was a result of the PFI Scheme agreed with DWP in 1998), terminated 1st April 2018. The DWP People and Location Programme (PLP), agreed a new Target Operating Model (TOM) for property that sees the creation of a specialist supply chain (Tower Contractors) that will be managed by Sodexo as a property ‘integrator’. Under a 5 year contract, Sodexo will operate as DWP’s property portfolio manager and will integrate the capital, real estate and FM functions (horizontal), and the delivery supply chain (vertical). As well as managing the supply chain, Sodexo will develop and execute property strategies to deliver DWP’s business and property objectives. All aspects of the TOM went-live 01st April 2018.As a result, we are supporting the delivery DWP service and the growth of Sodexo’s integrator business proposition.The main areas of focus and challenge for the role will be:* The scope of the investment activity includes strategic portfolio changes, relocations, lifecycle investment and business driven property changes.
* You will work closely and collaboratively with the DWP and will have overall responsibility and accountability for leading the Sodexo Programme Management and PMO team, external consultants, contractors and suppliers to deliver successful project outcomes. Ensuring strict compliance with DWP’s procurement practices will be a key requirement of the role.
* You will be required to develop a deep understanding of the wider departmental context (including policy and strategy) that are driving impacts on the property portfolio and footprint. This will be achieved by liaising with senior stakeholders within Estates and the across the wider DWP organization and becoming a trusted partner.
* As a Functional Leader, you will play a pivotal role as an ambassador for Sodexo and the Integrator model both within and outside of the DWP.
* The successful candidate will have a proven track record of leading large-scale, transformational change to deliver modern, agile workplaces across a diverse, mixed-use estate portfolio.
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| 5. Main assignments – Indicate the main activities / duties to be conducted in the job. |
| * Directs all phases of project management including full responsibility for ensuring procurement/contracting with suppliers, tendering, initiation, planning, execution, monitoring, controlling and closeout phases of the project are effectively implemented.
* Key focus areas include safety, scope, budget, schedule, quality and risk management.
* Liaises and works in partnership across Estates, Sodexo and the external supply chain, to ensure appropriate and accurate input to the Demand Management and Business Case Approvals processes relating to all Capex project activity and ensuring accurate reporting and project monitoring.
* Drives an inclusive and collaborative working culture with the internal colleagues, the DWP and external suppliers.
* Ensures the integration with the Strategy and Portfolio Planning teams to provide visibility of future demand, enabling effective planning readiness for further projects and programmes.
* Ensures projects are procured to the appropriate professional, technical and quality standards
* Liaises with the DWP to ensure that key internal functions and partners (e.g. IT, HR and Legal departments) are engaged and coordinated to ensure the end to end delivery.
* Overall responsibility for ensuring detailed programming, design and contractual obligations related to the construction/building project.
* Interacts regularly with key senior stakeholders, to ensure that goals and objectives are established and achieved.
* Leads the coordination of effective change management.
* Represents Sodexo at the DWP Estates Property Board.
* Demonstrates ability to identify and manage complex project risks, develop risk mitigation and contingency plans, and implement action plans to reduce or eliminate project risks.
* Determine and manage the Sodexo resource requirements across all projects
* Fosters the professional development of all project staff, being responsible for managing performance, coaching, training needs, and motivating direct reports and wider team.
* Monitors adherence to policies and procedures.
* Influences Sodexo and the DWP to ensure best in class tools and process improvements are implemented to manage multiple projects simultaneously, providing all related governance, oversight and reporting.
* Engage positively in debate to gain the best possible outcomes for the DWP, whilst ensuring best value objectives are met through procurement, budgeting and cost improvement projects identifying new ways of ‘smart’ working.
* Drives a robust and effective Health and Safety culture across all areas of project planning and delivery, ensuring compliance with all legislative requirements and policies to ensure a safe working environment for all.
* Supports a ‘one team’ culture of quality and continuous improvement across the extended organisation to include the DWP, the Integrator and supplier partners, on a day to day as well as strategic basis.
* You will have strong leadership and management skills, with experience of leading, motivating and developing teams
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| 6. Accountabilities – Give the 3 to 5 key outputs of the position vis-à-vis the organization; they should focus on end results, not duties or activities. |
| * Deliver Sodexo Integrator service and contract requirements
* Better Sodexo budget targets
* Minimise or mitigate Sodexo PMS liabilities
* Provide Integrator case studies of performance, results and innovation to support future business growth
* Improve employee engagement levels
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| 7. Person Specification – Indicate the skills, knowledge and experience that the job holder should require to conduct the role effectively |
| **Professional:*** Master’s degree or equivalent in relevant discipline, with a focus in Property, Construction or similar
* Professional accreditation and membership of industry organisation – e.g. RICS, RIBA, CIBSE, CIOB
* Relevant Project Management Qualification – Prince 2 / APM / PMI / MSP
* 15 years senior level experience in Construction management/Property Services/ Life cycle planning, ideally gained in a large corporate occupier.
* Proven track record of managing complex multi discipline Projects and Programmes
* Strong skills and experience in monitoring projects – so that they achieve financial, legal and technical objectives in accordance with business case

**Personal:** * Ability to lead and influence senior stakeholders to win support for the benefit of the business
* Excellent organisational skills & ability to prioritise & manage complex projects
* Team player, self-motivated, proactive and work well under pressure
* Flexible and able to cope with ambiguity
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| 8. Competencies – Indicate which of the Sodexo core competencies and any professional competencies that the role requires |
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| * Growth, Client & Customer Satisfaction / Quality of Services provided
 | * Rigorous management of results
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| * Commercial Awareness
 | * Innovation and Change
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| * Leadership
 | * Learning & Development
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| * Brand Notoriety
 | * Employee Engagement
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| 9. Management Approval – To be completed by document owner |
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| Version | 1.0 | Date | 08 May 2019 |
| Document Owner | Taz Arif |

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