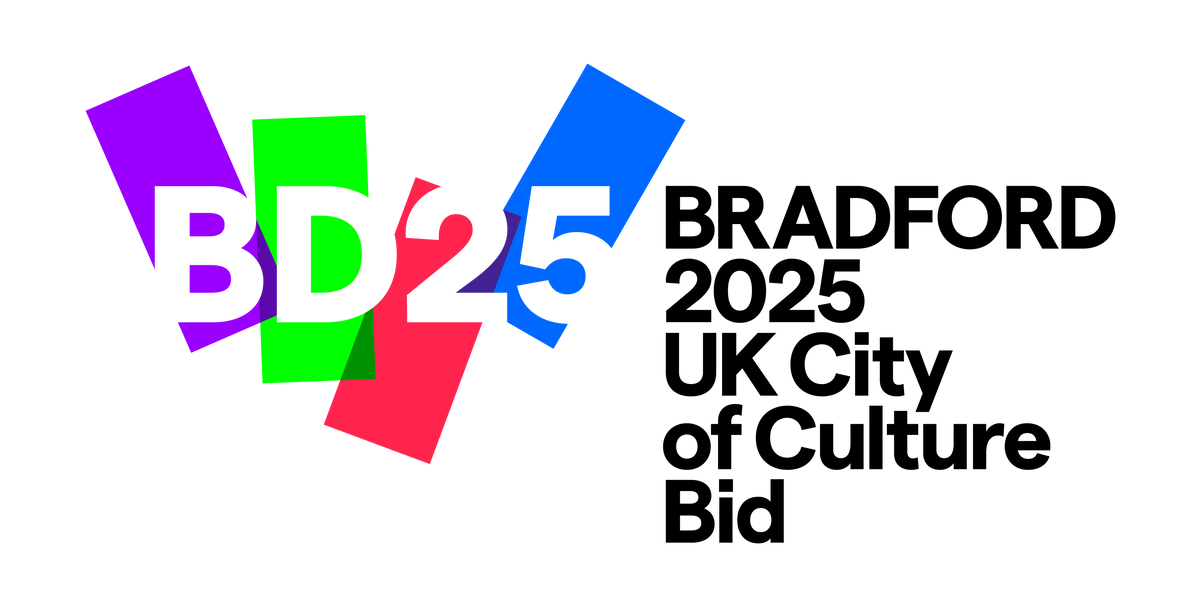
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**Graduate Recruitment Pack: Transformation & Change Programme Management Office**





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Dear Applicant,

Thank you for your interest in the City of Bradford Metropolitan District Council (CBMDC) Graduate Programme within the Transformation and Change Programme Management Office. This recruitment pack gives details of the graduate programme and the recruitment process.

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**Stage 1**

We will be holding a number of Teams online calls where the recruiting manager will outline the graduate programme and take questions from potential candidates. If you email [transformationandchange.pmo@bradford.gov.uk](mailto:transformationandchange.pmo@bradford.gov.uk) and title your email Graduate Programme Teams Meeting, a choice of dates, along with joining instructions, will be sent to you.

Submission of your CV **and** a maximum of 500 words statement detailing why you are a suitable candidate (please include a word count). Your CV must be at most two pages of A4.

Please submit your CV and statement by the closing date of Sunday 9th March 2025. **We will only accept applications that are submitted on time**.

**Stage 2**

Will include delivery of a presentation by candidates to panel, a panel interview and separate peer panel consisting of current and former graduates. Details including dates and times will be provided to candidates who successfully progress through Stage 1.

Please note: The scheme is open to graduates from any university or college who have:

Achieved or are predicted to achieve a degree (any class)

Preference may be given to those living or studying within the District in line with our Council Plan ‘Better skills, more good jobs and a growing economy’.

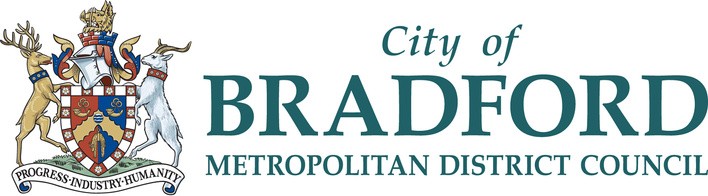
I hope you will find the following information helpful in deciding whether you are the right person for this challenging role. I look forward to hearing from you.

Yours sincerely,

David Greenwood Programme Manager

Transformation and Change PMO

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### The Graduate Programme

### Purpose

### The purpose of the Graduate Programme within the Transformation & Change PMO is:

### To attract and successfully recruit high-performing, enthusiastic graduates with the skills and motivations needed to succeed in CBMDC.

### To offer a two-year fixed-term role working on programmes and projects from start to finish, along with learning and development support that will provide a good grounding in key elements of change and programme management, and fundamental aspects of local government.

### To encourage graduates to make a long-term commitment to working for CBMDC.

Our graduate programme provides an opportunity for high-calibre graduates to be part of a Team designing and implementing solutions to the challenges and opportunities the council faces. We place the people who use our services at the heart of our transformation activity with the clear aim of making improvements on their behalf. Like other councils, we face ongoing financial pressures, being asked to achieve more for less while providing services to our citizens. As a large metropolitan authority, our sheer size and diversity present a constant challenge and opportunity for service delivery, design, and innovation.

Our wide range of services and the pace of change in local government means that suitable graduates will thrive in a challenging and fast-paced environment. We value individuals who are prepared to challenge the status quo to bring about change, who are ready to learn and share knowledge and experiences, and who can demonstrate resilience and a personal dedication to our aims. We also respect and appreciate your unique values and beliefs, which are integral to our shared success: [Council Plan | Bradford Council](https://www.bradford.gov.uk/councilplan).

Our graduates will have the opportunity to:

* Support programme and project managers involved in the delivery of projects and programmes.
* Undertake activities in the PMO (Programme Management Office).
* Have opportunities to project manage smaller pieces of work and undertake business analysis under the direction of a Programme Manager or Business Analyst.

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##### Graduate Development

During your time with the T&C PMO you will be encouraged to undertake training within the team on a wide range of areas. In addition, a member of the T&C PMO will provide mentoring to support your professional development. As a graduate trainee, you will also have access to senior management decision-making bodies, support in developing appropriate management skills, and have the opportunity to take on a wide range of activities.

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**The Transformation and Change Programme Management Office (T&C PMO)**

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Successful graduates will join the Transformation and Change PMO. The team is based within the Corporate Resources Department and is overseen by the Director of Corporate Resources. The T&C PMO focuses on overseeing and prioritising programmes and projects to align with the organisation's strategies and support key budget savings and priority changes.

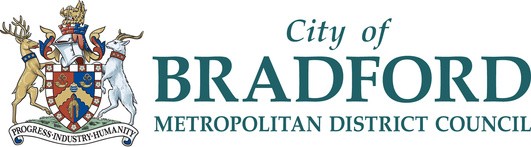
The Team also ensures that change is evidence-based and quality-controlled, using a consistent programme and project methodology and clear governance to deliver projects to agreed standards across the Council.

Successful graduates will join a team that promotes a culture of continuous improvement, where change is encouraged to enhance the efficiency and effectiveness of services, working closely with other teams across the council to ensure successful delivery.

**City of Bradford MDC financial position and the role of T&C PMO**

Successful graduates will have the opportunity to join one of the largest Metropolitan District Councils in England and Wales. You will get the chance to work on programmes and projects aimed at addressing the Council's significant financial challenges and helping to implement solutions to address this.

It's important for graduates to understand the factors behind the Council's financial situation, such as rising costs in Children’s Social Care, limited central government funding, and increasing demand for services, and recognise how they can contribute to the Council's plans to achieve financial sustainability and how the Transformation and Change PMO supports and delivers these plans through innovative ways of working and service delivery, in collaboration with Council departments and the Bradford Children & Families Trust.



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#### Why join the City of Bradford Metropolitan District Council

#### Bradford is an exciting district, with major regeneration projects underway to rejuvenate the area and bring growth and prosperity to residents. The council is a significant driver and enabler of growth, working with a huge array of stakeholders across private, public and third sectors, as well as with national government and the West Yorkshire Combined Authority.

#### Bradford will be UK City of Culture 2025, which will see the district become the main cultural export of the UK, be the focus for cultural media and be at the centre of a host of major cultural events.

#### And beyond this, 2025 will leave a legacy in West Yorkshire for decades to come. It’s an exciting time to be part of Bradford!

#### The council itself has significant financial challenges; marketing our revenue generating services effectively will play a central role in achieving long last financial sustainability.

#### We value our staff providing flexible working arrangements, generous annual leave entitlement, an employee benefits offer through Vivup (where staff can get % savings from major retailers), volunteering days and many other benefits. As a graduate you will also have access to our wide range of staff networks that include BME, women staff network, LGBTQ+ network, Young Person’s network, Race Equality network and many other networks that may interest you.

#### Roles and Accountability

As a graduate trainee you will step into a dynamic role where you’ll collaborate with managers and teams across various departments to help streamline business processes, develop policies, and strategies, driving impactful change. You’ll thrive in a structured project environment, ensuring projects are delivered on time, within budget, and to the highest standards. With opportunities to tackle complex challenges head-on, you'll be at the heart of problem-solving and driving solutions.

As you develop an understanding of the workings of different departments, you’ll gain invaluable insights into their priorities, regulations, and service delivery. Your research will support smart decision-making, helping shape the future of Services. Plus, you'll be a key part in tracking progress and reporting success, ensuring targets are met and results achieved.

More specifically the role will give you the opportunity to:

* Develop and maintain close working relationships with senior managers within Departments and support the development of improved processes, policies, and strategies to support improved performance.
* Work within a structured project management environment to deliver project objectives, on time, to the required standards of quality and within budget, and meet other key performance criteria.
* Support the delivery and implementation of a range of complex elements of work packages, resolving day-to-day issues and escalating them where necessary.
* Develop and understand relevant department priorities and ways of working, including legislation, regulatory framework, and standards.

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* Investigate and report best practice methodologies to inform and deliver successful outcomes for project objectives.
* Support and maintain performance frameworks relevant to projects and ensure accountabilities, regularly monitoring, updating and reporting on progress to ensure successful outcomes and benefits are achieved.
* Have a personal commitment to continuous self-development and personal improvement.

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#### Demonstrating your skills

##### The skills we look for in our graduate trainees are wide and varied. However, detailed below are a number of desirable skills we would like to see from our graduate trainees:

##### Planning and Organising:

You’ll be able demonstrate your ability to organise your time, creating efficient work schedules and prioritising tasks. With strong planning skills, you’ll set realistic timelines for yourself and others, ensuring smooth progress and successful outcomes.

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You’ll have the ability to map out the steps needed to achieve a specific goal, visualising the critical path and identifying the resources required to keep everything on track and moving forward.

##### Problem Solving and Decision Making:

Be able to demonstrate your decision-making skills, resolving issues efficiently within deadlines, even in a fast-paced and complex environment. Be ready to challenge the status quo and drive meaningful improvements.

Be able to bring strong analytical reasoning to the table, considering both the bigger picture and the details. You’ll think critically through challenges, exploring all angles to develop the best solutions.

##### Creative Skills:

Demonstrate an ability to find creative, sustainable, and cost-effective solutions that engage stakeholders and secures their support.

##### Communication:

Be able to confidently communicate with both internal and external stakeholders, making sure your ideas and key points are clear and impactful. Whether you're explaining complex details or delivering a presentation, you should do so with ease and confidence.

Be able to write in a structured way so your thoughts are presented in a logical, engaging way, always tailoring your message to suit your audience's needs and understanding.

##### Working Together:

Can demonstrate a strong commitment to diversity and inclusion, actively bringing in different teams and perspectives to solve problems together. Values and respects the unique contributions of others, always considering their needs with empathy and understanding. Takes the time to share knowledge and expertise, building meaningful relationships with the public, colleagues, and service users. Actively invests in fostering connections that drive collaboration and positive outcomes.

##### Key Responsibilities

As a graduate in the Transformation & Change PMO, you’ll be dedicated to delivering great service, providing helpful feedback, and taking responsibility for finding effective solutions.

You’ll handle differences professionally and make decisions that always consider value for money and efficiency. You’ll also promote the City’s strengths, support diversity and inclusion, and balance political and organisational goals. As a Graduate within the Transformation & Change PMO you will have a responsibility to:

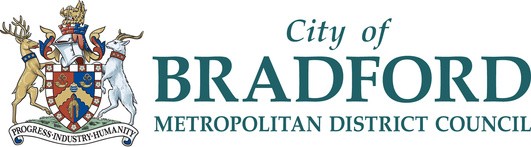
* **Deliver exceptional service** to stakeholders, always striving for the best outcomes.

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* **Provide valuable feedback** that drives improvement and encourages growth.
* **Own the outcome**, taking responsibility for making things work and investing time in finding effective solutions.
* **Resolve conflicts professionally**, recognising and addressing differences in a constructive way.
* **Make smart decisions**, understanding their impact on value for money, efficiency, and benefits.
* **Champion the City's successes**, sharing its achievements and promoting its strengths.
* **Embrace diversity and inclusion**, ensuring every voice is valued and respected.
* **Achieve balanced results**, navigating both political and organisational priorities.
* **Stay focused on what matters most**, working hard, showing persistence, and tackling the important tasks, not just the easy ones.
* **Overcome challenges**, always aiming for the best possible outcomes, no matter the obstacles.
* **Adapt with resilience**, staying flexible, open to feedback, and ready to grow from it.

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## CITY OF BRADFORD METROPOLITAN DISTRICT COUNCIL

**SERVICE GROUP:**

Transformation and Change Programme Management Office (PMO)

**REPORTS TO:**

Transformation and Change Programme Manager

**SAP POSITION NUMBER:**

## JOB PROFILE

**DEPARTMENT:**

Corporate Resources

**POST TITLE:**

Graduate – Programme Management Office (PMO)

**GRADE:**

Scale 8

The following information is furnished to help Council staff and those people considering joining the City of Bradford understand and appreciate the general work content of their post

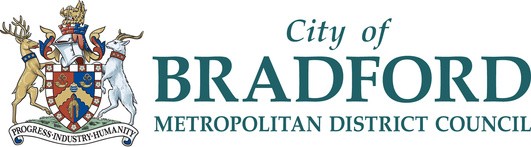
and the role they are to play in the organisation. The duties and responsibilities highlighted in this Job Profile are indicative and may vary over time. In addition, post holders are expected to undertake other duties, and responsibilities relevant to the nature, level, and scope of the post, and the grade has been established on this basis.

As a candidate, you will be expected to demonstrate your ability to meet the special knowledge, experience and qualifications required for the role by providing evidence in your application for the purpose of shortlisting. Applicants with disabilities are only required to meet the essential special knowledge requirements shown by a cross in the end column of this section.

The employee competencies are the minimum standard of behaviour expected by the Council of all its employees and the management competencies outlined are those relevant for a post operating at this level within our organisation.

Both sets of competencies will be used at interview stage and will not be used for shortlisting purposes.

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**Key Purpose of Post:**

Graduates who join BMDC will be required to:

* Support the delivery of change by undertaking PMO, project management, and business change activities.
* Deliver high-quality services to internal and external customers and partners as required.
* Assist and support Transformation and Change colleagues to support the delivery, monitoring, and evaluation of the Transformation Programme.
* Create, manage, maintain and use the recommended project and change management solutions for planning, scheduling, and tracking of programmes, projects, and workstreams.
* Undertake business analysis using management to outline challenges, opportunities, good practices, and solutions within clearly-defined boundaries.
* Clearly communicate the project's requirements and prepare clear written reports on progress and analysis.
* Prepare realistic plans and track activities against the project schedule, managing stakeholder involvement as appropriate.
* Define, scope and manage smaller projects or work-streams (typically less than six months, with limited budget, and limited inter-dependency with other projects).
* Work with staff from across different services to support the efficient and effective delivery of project objectives and benefits.

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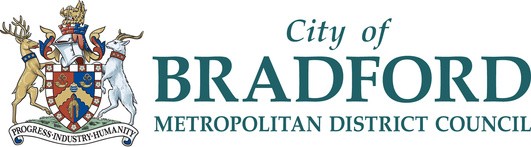
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**Main Responsibilities of Post:**

The main responsibilities of the are detailed below. However, the nature of a graduate trainee post requires a great deal of flexibility, and the bullet points below are there as a guide to the main responsibilities of the post:

* Support Transformation and Change Programme and Project Managers to deliver projects according to the Business Case, timelines, reviews, and political or internal priorities.
* Support and coordinate work with both internal and external teams involved in assigned projects.
* Act as a substitute for the Transformation and Change Project Managers when needed.
* Create a project and communication plan that includes all stakeholders and covers resources, benefits, quality, and risks.
* Help manage the Programme budget and take responsibility when required by the Programme Managers.
* Assist in developing project plans, estimates, and costs, taking full responsibility when needed.
* Coordinate inputs from other Council departments and partner organisations to ensure timely project completion.
* Share and apply best practices to improve departmental capacity and ensure knowledge is effectively transferred.
* Support decisions based on policy, precedent, and legal guidelines to help prioritise work agreed with the Programme Manager.
* Communicate with internal teams, Council members, and external partners, including other Local Authorities and community organisations.
* Follow Council Financial Regulations and Standing Orders to manage resources and agreements for projects.

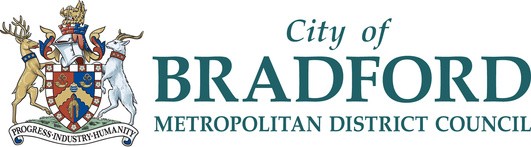
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**Special Knowledge Requirement: Essential for shortlisting**

For an applicant to be invited to interview, the applicant must be able to demonstrate the essential criteria marked (x).

|  |  |
| --- | --- |
| **Essential Criteria** |  |
| Demonstrate an understanding of how policies, procedures and practices can be used to achieve the desired results, benefits and outcomes. |  |
| Demonstrate some understanding of Project and Change Management methodology or business analysis techniques | **X** |
| Demonstrate some experience in project or business analysis in a work setting or as part of degree work | **X** |
| Demonstrate some experience in managing multiple activities within set deadlines. | **X** |
| Demonstrate involving and work with others in planning activities or projects. | **X** |
| Demonstrate some understanding of risks and how to establish appropriate strategies and actions to mitigate against them. | **X** |
| Able to show some understanding on how to support others through business and process change. |  |
| Show some understanding of how to use performance and other information and intelligence to inform decisions, e.g., finance, risk, value for money, productivity, and quantitative data. |  |
| Demonstrate an ability to use a range of ICT systems across work areas. | **X** |
| Demonstrate an ability to use, interpret, analyses, and communicate complex numerical information. | **X** |



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**Relevant qualifications requirement: Essential for shortlisting**

Have achieved or predicted to achieve a degree (any class)

|  |
| --- |
| **Core Employee competencies to be demonstrated at the interview stage** |
| Carries Out **Performance Management** – covers the employees' capacity to manage their workload and carry out several specific tasks accurately to a high standard. |
| **Communicates Effectively** - covers a range of spoken and written communication skills required as a regular feature of the job. It includes exchanging information/building relationships, giving advice and guidance, counselling, negotiating and persuading and handling private, confidential and sensitive information. |
| Carries Out **Effective Decision Making** - covers a range of thinking skills required for taking the initiative and independent actions within the scope of the job. It includes planning and organising, self-effectiveness and any requirements to quality check work. |
| Undertakes **Structured Problem Solving** Activity - covers a range of analytical skills required for gathering, collating and analysing the facts needed to solve problems. It includes creative and critical thinking, developing practical solutions, applying problem solving strategies and managing interpersonal relationships. |
| Operates with **Dignity and Respect** - covers treating everyone with respect and dignity, maintains impartiality/fairness with all people, and is aware of the barriers people face. |

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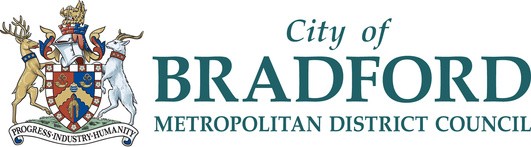
|  |
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| **Desirable competencies; to be used at the interview stage** |
| **Operates with Strategic Awareness** Our managerswork with corporate priorities  and policies in a joined-up way with others, internally and externally. Works  democratically, transparently and with accountability. |
| **Practices Appropriate Leadership** Our managers motivate their staff to exceed expectations through raising their awareness of goals and moving them beyond self-interest for the sake of the team or service. They consider serving the District in all that they do. |
| **Delivering Successful Performance** Our managers monitor performance of services, teams & individuals against targets & celebrate great performance. They promote the District’s vision & work to achieve Council's values & agreed outcomes. |
| **Applying Project and Programme Management** Our manager's work to ensure that outcomes and objectives are achieved within desired timescales, make best use of resources and take a positive approach to contingency planning. |
| **Developing High Performing People and Teams** Our managers coach individuals and teams to achieve their potential and take responsibility for continuous improvement. They champion the Council's values and goals. |

|  |  |  |
| --- | --- | --- |
| **Working Conditions** | | |
| Must be able to perform all duties and tasks with reasonable adjustment, where appropriate, in accordance with the Equality Act 2010 in relation to Disability Provisions.  Hybrid work. The post holder will be required to attend meetings etc on request. However, the majority of the time will be remote/hybrid working. | | |
| **Special Conditions:** | | |
| N/A | | |
| **Compiled by:**  **Formatted by:**  **Date:** | **Grade Assessment Date:** | **Post Grade:** |

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