

Wirral Council: Job Role Descriptor

Job Role:	Corporate PMO Manager
Service:	Business Change and Programme Management
Reports to:	Business Change and Programme Management
No. of Subordinates:	4
HR USE ONLY	
Job Role Ref:	
Job Family:	Corporate Support
Proposed Grade	EPO10

JOB ROLE PURPOSE

Accountable for the development and management of the Corporate Programme Management Office within the Council's Business Change and Programme Management function.

The PMO was established to be at the centre of delivering transformational change programmes and projects to ensure that cost, quality, time and benefits realisation is controlled and achieved. By establishing the core function to underpin the change portfolio, the PMO will set out appropriate standards to ensure all projects adhere to best practice and mandated methodologies. This is a key function in supporting the delivery of the Council's strategic plans and priorities

Key responsibilities include the management, governance, and control of the strategic project portfolio, business case development, , benefits and quality management, risk and issue management and resource supply and management.

Also responsible for further developing robust management control mechanisms, financial and dashboard reporting and resource tracking and supply.

The role requires the interpersonal skills to establish professional credibility quickly, to influence across the Council's senior leadership team, and the energy and drive to deliver collaborative change through strong working relationships. The ability to work at pace, communicate well with internal and external stakeholders and elected members is key to this role, therefore candidates must also be able to demonstrate experience in these areas.

KEY TASKS

- Develop and implement the monitoring and control strategy for the programme management office, proactively embedding and ensuring adherence
- Manage relevant substantive and interim project staff, prioritise and allocate both delivery and support tasks, provide guidance, direction and quality assurance to ensure effective delivery of the Corporate PMO function.
- Establish and embed the programme management office's governance, ensuring compliance with the corporate governance framework

- Develop and embed the Project Management Framework including methods, tools and templates and ensure projects and programmes being managed are delivered in accordance with Framework standards
- Manage and improve project documentation processes to ensure Project and Programme manager(s) maintain key project related information in accordance with the delivery lifecycle. Drive process improvements in the area of project documentation to reduce/eliminate administrative efforts and ensure products are relevant
- Establish and maintain overall integrity and coherence of the Programme, ensuring programme/project plans are current and milestones for delivery are adhered to
- Coordinate all programmes and their dependencies across the Council, ensuring successful delivery of new models and capabilities
- Responsible for ensuring project benefits are validated at feasibility stage and tracked through to delivery
- Working with Internal Audit, oversee a schedule of health checks and deep dives to ensure that projects and programmes are conforming to corporate standards, chairing reports and providing assurance to project sponsors
- To provide a consulting and advisory service in respect of risk and corporate performance management, including provision of advice, assistance and support to Directors and Lead Officers/Heads of Service in respect of risk and performance management arrangements
- Responsible for the adoption of all Pledge measures and corporate Performance Indicators within the PMO and ensure project deliverables align to agreed strategies
- Ensure reports on the status of Programmes in an effective and actionable format
- Responsible for the risk and issues management ensuring effective escalation of significant risk and issues of projects and programmes to the Head of Business Change and relevant stakeholders.
- Ensure compliance of the business case and stage gate mechanisms to drive development through the appropriate stages, providing relevant assurance to funding bodies or initiatives
- Establish and manage key functional processes for lessons learned and change control to ensure that there is a robust mechanism to inform future projects and control scope changes

KEY RESPONSIBILITIES

People

Lead and motivate teams made up of mixed disciplines of professional staff and contractors/consultants to ensure that programmes and projects achieve the benefits specified in the Business cases.

As the senior contact point within the Council provide advice and guidance on strategic matters in relation to Corporate PMO Services.

Build and develop partnerships and relationships with members, senior managers, and key stakeholders to ensure effective delivery of the change programme.

Attend Cabinet, Council and Committee meetings, Portfolio, Programme and Project Boards as required, and represent the Council at a local, regional and national level as required, in relation to the delivery of the change portfolio.

As a senior member of the Transformation Leadership Team, represent the Directorate where appropriate.

Financial

Contribute to the management of the Council's overall budget by ensuring benefits of Programmes are maximised and the investment in projects is realised. Interpret complex management and financial information on an ongoing basis, challenging performance and improve systems where appropriate to enhance data quality.

Establish mechanisms to forecast monitor and report programme financials and use control strategies to ensure programmes and projects are delivered within budget and managed within agreed financial controls.

Drive the development of business cases. Authorise budgets for projects and forecast costs and benefits.

Drive the identification of cost and benefit models to allow decision makers to make clearly informed decisions about project viability and benefit to the council and its partners.

Predict, track and realise benefits (cost, performance, cultural) for all projects(s) within a specified timeframe, escalating issues and changes to risks as appropriate.

Ensure compliance with the Council's Standing Orders, Financial Regulations, policies, procedures, instructions, procurement procedures, data protection and freedom of information requirements as issued by or on behalf of the Council.

Pursue funding opportunities in relation to improvement, coordinating applications in accordance with agreed departmental plans and strategies.

Lead procurement projects and support team procurement activity as required.

Strategic

Lead the successful implementation of the corporate PMO strategy, services and deliverables across the organisation.

Establish the control processes for the full duration of programmes including Programme Planning, Programme Monitoring and Control.

Understand and translate to the team an overview of changing legislation and initiatives in relation to local government service commissioning and provision.

Represent the Business Change Team within corporate groups, partner organisations and agencies in the development of the transformation agenda.

Responsible for supporting major programmes of work that are key to the delivery of the Council Plan and can impact on all council employees and the general public.

Contribute to broader change strategy and ensure it is effectively translated into service plans and operational performance.

Resources

Deliver the highest quality of services within the resources available and ensure that those services are responsive to the needs of the community and businesses of Wirral.

Work across the organisation to ensure resources are deployed efficiently in the delivery of the change programme.

Lead the corporate PMO to deliver all activities within the standards of corporate governance.

With access to, and use of, financial and personal information ensure compliance with Data Protection, Confidentiality and Information Governance requirements.

Own and manage the programme assurance system.

Planning and Organising

To establish effective portfolio management regime across Wirral Council drawing together delivery of projects either funded through change or initiatives sponsored by the Investment & Change Board.

Set priorities and work requirements of the corporate PMO over a range of time periods.

Work to deadlines, complying with statutory, internal and external timescales.

Lead the delivery of corporate PMO objectives through project management, resource planning, and / or managing contracts and service level agreements.

Scan the wider organisational context to identify implications for service needs, service efficiency, and service delivery; and alert senior managers to potentially significant opportunities and risks.

Decision Making

Apply knowledge, experience and judgement to directly resolve or provide advice to others on complex, contentious or ambiguous programme, resource or other significant issues.

Challenge decision making in the context of the programmes to ensure clear outcomes.

EXPERIENCE, QUALIFICATIONS, KNOWLEDGE AND SKILLS

Essential Criteria

Qualifications:

- P3O practitioner or demonstrable experience of managing a PMO or programme team
- PRINCE2 Practitioner or similar (APM/CMI)
- Management qualification or equivalent experience

Knowledge & Skills:

- Interpersonal skills to establish professional credibility quickly, to influence across the Council's senior leadership team
- Energy and drive to deliver collaborative change through strong working relationships
- Demonstrable experience in working at pace, communicating well with internal and external stakeholders and elected members
- Demonstrable skills in creating, controlling and maintaining project and programme plans including risks, issues, actions and dependencies
- Highly efficient in resource planning, budget management and task assignment
- Collaborative with the ability to work positively and influence a wide range of individuals including the most senior decision makers
- Ability to think creative, actively engage in problem solving
- Ability to negotiate with vendors and third-party suppliers within a commercial environment

Experience:

- Proven track record for planning, executing, controlling and closing projects and the ability to manage multiple projects simultaneously
- Experience of managing the complete lifecycle of a project
- Experience of delivering an end-to-end programme of activity, managing multiple projects to achieve programme objectives
- Experience of project management using PRINCE2 methodology (or equivalent)
- Line management and team leader experience
- Experience of working in a compliance driven environment
- Experience of working for a PMO or working within project delivery teams
- Experience of managing and delivering benefits realisation, programme level reporting – progress, inter-dependencies, budgets, etc

Desirable Criteria

Qualification

- Management of Risk – practitioner
- Managing Successful Programmes – practitioner

Knowledge & Skills:

- Portfolio Management experience
- Utilisation of Power BI, dashboard development and data visualisation experience

Experience:

- Experience of working within local government or other large public sector organisation
- Workshop facilitation with Senior Stakeholders
- Experience of working within a political environment

ADDITIONAL REQUIREMENTS

- Clear commitment to personal development
- Able to work out of 'normal' office hours (attendance at Community events and forums)
- Able to travel around the Borough using private or public transport

NOTE:

The job role holder may be required to undertake other reasonable duties commensurate with the job role descriptor grade as directed by the Head of Service.

This job role descriptor will be reviewed regularly and may be subject to amendment or modification at any time after consultation with the post holder. It is not a definitive statement of procedures and tasks but sets out the main expectations of the Service in relation to the post holder's responsibilities and duties.

Elements of this job role descriptor and changes to it may be amended in light of organisational and service requirements.

Signed: AD Strategic Change

Date
