

Role Profile

Part A - Grade & Structure Information

Job Family Code	13BF	Role Title	PMO (Programme Management Office) Lead
Grade	PS13	Reports to:	Assistant Director - Transformation
		Directorate/School	Resources
JE Band	614-734	Service/Department	Design & Transformation
		Date Role Profile created	Jan-25

Part B - Job Family Description

The below profile describes the general nature of work performed at this level as set out in the job family. It is not intended to be a detailed list of all duties and responsibilities which may be required. The role will be further defined by annual objectives, which will be developed with the role holder. The Council reserves the right to review and amend the job families on a regular basis.

Role Purpose including key outputs	<p>As Head of Profession for project and programme management in the council, manage the corporate Programme Management Office (PMO), ensuring the effective scheduling and programming of priority transformation and strategically significant programmes across the Design & Transformation function. Manage the identification, recruitment, development, deployment and reassignment of PMO resources to priority programmes of work.</p> <p>Build capability and capacity across the function, driving the ongoing development and embedding of corporate PMO standards, templates and tools. Work collaboratively with colleagues across the function and in services to ensure high standards of project and programme management for transformation and continuous improvement programmes and that effective governance mechanisms are in place and being properly utilised.</p> <p>Oversee the portfolio of transformation programmes and strategic projects, providing guidance and advice to Heads of Portfolios and programme delivery teams to ensure effective resource allocation, collaborating with a diverse range of internal and external stakeholders to enable successful programme delivery.</p> <p><u>Accountabilities</u></p> <ol style="list-style-type: none"> 1. Develop, implement, and embed PMO policies and procedures to ensure consistent project and programme management practices and adherence to governance requirements across priority transformation and strategically significant programmes. 2. Define and manage the governance, plans, and structure of the Portfolio Management Office to ensure portfolios, programmes, and projects deliver business objectives. 3. Identify, track, and maximise benefits in collaboration with the Delivery & Benefits Manager to ensure the realisation of strategic value from transformation programmes. 4. Facilitate communication and collaboration among project teams and stakeholders to enhance coordination, minimise risks, and ensure effective reporting and escalation. Identify and manage project dependencies and resource constraints to optimise schedules, resource allocation, and synergies.
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	<p>5. Monitor project and programme performance and progress to provide timely and accurate reporting to senior management and stakeholders, ensuring alignment with strategic goals and escalating risks and issues in a timely manner.</p> <p>6. Standardise project management tools and methodologies to improve efficiency and effectiveness. Develop reporting frameworks and consistent reports that provide easily digestible data, analysis, and insights for effective decision making.</p> <p>7. Develop and maintain robust resource plans in collaboration with business teams to ensure capability and capacity requirements are met, improving project delivery efficiency.</p> <p>8. Promote and nurture a culture of excellence within the PMO team to motivate and inspire high performance, embrace change, and drive continuous improvement.</p> <p>9. Prepare reports and materials for strategically significant programmes to support presentations to transformation governance boards, members, select committees, CLT, and other senior stakeholders.</p> <p>10. Act as custodian for corporate PMO standards and their continuous improvement. Maintain a centralised academy for project and programme management knowledge, templates, and practices, including leading the training and development offer for the organisation. Advise on best practice methodologies and support programmatic activities as appropriate.</p> <p>11. Conduct regular transformation programme health checks, to assess progress against plan, delivery of benefits, risk management and programme scope is still relevant.</p> <p>12. Line manage, oversee and mentor team members, managing and supporting their performance to build their professional capabilities. Use metrics and feedback to drive continuous improvement. Review evaluations of work outcomes to identify areas for enhancement and implement best practices.</p>
Work Context	<p>The Design & Transformation Service operates in a dynamic, agile environment, delivering strategic transformation initiatives across the council. The team is divided into three main sections: Design, Transformation, and Data, each crucial for driving change and innovation.</p> <p>Emphasising continuous improvement, the service requires team members to proactively identify opportunities for collaboration, optimisation, and efficiency gains. Effective communication and collaboration with internal and external stakeholders are essential for the successful delivery of transformation initiatives. The team is committed to excellence, innovation, and strategic alignment, focusing on delivering value and driving positive change across the organisation.</p> <p>The PMO Lead collaborates closely with colleagues across the Design & Transformation function and other services to ensure high standards of project and programme management. Effective communication and collaboration with internal and external stakeholders are essential for the successful delivery of transformation initiatives. The PMO Lead is committed to excellence, innovation, and strategic alignment, focusing on delivering value and driving positive change across the organisation.</p> <p>They work in a complex environment, navigating stakeholder landscapes and managing substantial resources to embed corporate PMO standards. Their contribution ensures that all design efforts support to the council's sustained success and operational excellence.</p> <p>The role demands significant effort and responsibility, requiring advanced analytical skills, strategic foresight, and exceptional leadership. The PMO Lead must manage high-impact projects that necessitate meticulous planning and strategic oversight. They must navigate complex stakeholder landscapes, manage substantial resources, and maintain high performance under pressure. They are resilient, adaptable and able to drive continuous improvement and innovation, ensuring that all PMO activities align with the council's long-term vision and contribute to its sustained success.</p>
Line management responsibility	Line Management of the Reporting and Risk Lead and the Delivery and Benefits Manager. Will supervise and oversee wider colleagues and project team members as required.
Budget responsibility	Management of Team budget upto £300k

<p>Representative Accountabilities</p> <p>Typical accountabilities in roles at this level in this job family</p>	<p>Analysis, Reporting & Documentation</p> <ul style="list-style-type: none"> • Identify issues and trends that may have an impact in their area of responsibility to enable appropriate action to be taken. • Lead the development of policy in own area of specialism, contributing to the delivery of organisational objectives. <p>Service Delivery</p> <ul style="list-style-type: none"> • Evaluate existing service provision taking account of feedback and broader external developments, to ensure innovative solutions are proposed to maximise service quality, efficiency and continuity. • Apply specialist expertise and use judgement to make decisions where solutions are not obvious, to deliver services that meet customer requirements and service standards. • Drive change and embed new ways of working to ensure high quality service delivery and value for money. <p>Planning & Organising</p> <ul style="list-style-type: none"> • Develop and ensure implementation of operational plans and play a key role in the formulation of strategic longer term plans for a broader functional area to fit broader functional and organisational strategy. • Lead major programmes and reviews and represent the business area in internal and/or external initiatives to enhance reputation and service delivery. <p>Finance/Resource Management</p> <ul style="list-style-type: none"> • Manage allocated budget/resources/funding effectively and flexibly and control all related expenditure to ensure delivery of targets/objectives within budget. • Contribute to resource and budget planning within own area. <p>Work with others</p> <ul style="list-style-type: none"> • Liaise internally and externally at senior levels to ensure the department/service issues are appropriately represented and acted upon. • Work with managers, service representatives and partners to identify and apply cost effective means of delivering improvements to business processes and strategies. <p>People Management</p> <ul style="list-style-type: none"> • Manage a group of staff across a function/service, or as a significant part of a multi-disciplined function to ensure all relevant annual organisational targets and goals are delivered within budgetary/resource constraints. • Lead, motivate and develop individuals using a coaching approach, to better meet current and future requirements. <p>Duties for all</p> <p>Values: To uphold the values and behaviours of the organisation.</p> <p>Equality & Diversity: To work inclusively, with a diverse range of stakeholders and promote equality of opportunity.</p> <p>Health, Safety & Welfare: To be responsible for ensuring health & safety policies, procedures and legislation are implemented, communicated and managed including making sure that health and safety responsibilities are fully understood and carried out by employees within their service area. To have regard to and comply with safeguarding policy and procedure as appropriate.</p>
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Education, Knowledge, Skills & Abilities, Experience and Personal Characteristics	<ul style="list-style-type: none"> • Degree or equivalent professional qualification plus experience at management level in a specialist area in a demanding business environment. • Extensive knowledge of the principles of change management, project management and continuous improvement, and their practical application. • Authoritative knowledge of the work practices, processes and procedures relevant to the role including broader sector/commercial awareness. • Proven ability to manage budgets and available resources to deliver effective support to their area of responsibility. • Strong written and oral communication and interpersonal skills with high level negotiation and influencing skills, and the ability to work collaboratively with internal and external partners/professionals. • Comprehensive knowledge of computerised business systems. • Proven ability to inspire and motivate others. • Advanced problem solving and analytical skills with the capacity to devise and implement practical and creative solutions. • Proven ability to assess risks and benefits in a complex environment and respond appropriately. • Substantial experience in successful leading, motivating, coaching, mentoring and developing staff.
Details of the specific qualifications and/or experience if required for the role in line with the above description	<ul style="list-style-type: none"> • Experience of leading a PMO in a fast paced, transformation environment • Relevant PMO Qualification (such as APM, Prince 2)
Role Summary	<p>Roles at this level are substantial management roles, they are either managing a multi functional support service within one of the organisation's service areas, or coordinating a specific business development or advisory area.</p> <p>This may involve significant coordination of complex or diverse services, e.g. leading business support services to professional teams, or coordinating teams carrying out specialist advisory or administrative services. More specialised roles will require a full understanding of a professional or specialised field and will work with those both inside and outside the organisation, to influence the development of services or delivery of specific projects or organisational objectives. Their work includes developing and implementing operational plans and contributing to the longer term plans for the area in line with organisational strategy. They will provide overall guidance to more junior managers in terms of planning, service standards and resources which underpin service level agreements. They work closely with customers, staff, agencies and/or contractors to ensure that the services meet and exceed expectations. Roles at this level require extensive management experience and high level expertise. They exercise flexibility and independence for decision making within their particular functional area, working to broad parameters and policy guidance. Roles at this level are accountable for the professionalism of service delivery under their remit.</p>
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