**Head of Corporate Programme Management Office (CPMO)**

| Role Title: | Head of CPMO | Accountable to: | |
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| Grade: | 7 | Responsible for: | Potentially CPMO Engagement Partner, CPMO Delivery Manager, CPMO Support Coordinator<br>CPMO Graduate |

**JOB DESCRIPTION**

**1.0 Overall purpose of the role**

1.1 To establish an "intelligent Corporate Programme Management Office (CPMO)", the purpose of which is to develop an infrastructure that will effectively and efficiently support the establishment, resourcing, delivery, assurance, monitoring and reporting of programmes that will deliver the Council's Corporate Delivery Plan and priority programmes, and contribute to the ongoing management of the Council's strategic delivery pipeline. The role of the CPMO will be more proactive than traditional, administration only, PMO functions.

1.2 To provide a relentless focus on quality and excellence in the support of executive and political leadership to identify, evaluate, select, prioritise, develop, and implement, change programmes that continuously improve service delivery for the benefit of Birmingham citizens, businesses, visitors, partners and staff.

1.3 To lead on the improvement of portfolio, programme and project management processes, controls and governance, and the introduction of agile delivery support tools, templates, guidance and documentation, including delivery mandates, scoping documentation, and associated business cases.

1.4 To lead a team of programme and project support staff, managing budgets, operational and strategic stakeholder relationships and providing guidance to key strategic decision makers on programme selection, design and delivery to secure the successful completion of transformation delivery portfolios.

**2.0 Strategic responsibilities**

2.1 To act as the single source of truth for all programmes governed at the Corporate Delivery Oversight Group and Corporate Delivery Board, providing corporate visibility of programmes and projects and the associated benefits through robust and transparent monitoring and reporting practices.

2.2 To maintain oversight of the delivery portfolio of programmes within the Council, assessing pressures on resourcing (and making recommendations for change where appropriate).

2.3 To provide capacity, subject matter expertise, challenge and skills transfer in the following disciplines: Financial Modelling, Operating Models, Process Design, Delivery Design & Planning, and Project and Programme Management compliance.

2.4 To ensure the Council realises benefits within its Delivery Portfolio through benefits management and tracking.

2.5 To develop and maintain Council programme and project governance, ensuring compliance and supporting effective control with a focus on delivering tangible outcomes.
2.6 To act as the first point of review for requests to initiate new programmes and projects, ensuring alignment with other change work the Council is engaged in

**3.0 Key accountabilities**

3.1 Maintains the corporate, organisation wide overview, of all strategic and otherwise significant change projects, programmes and portfolios, to provide corporate assurance that all significant development and delivery activities in the delivery pipeline are qualified as being and maintained in overall strategic alignment.

3.2 Provides strategic level decision support and challenge in the identification, evaluation, selection, prioritisation, funding, pipelining, design, delivery and governance of emerging opportunities.

3.3 Implements fit-for-purpose portfolio and programme management and design methodologies, underpinned by robust gateway management review and assurance processes, under robust portfolio and corporate governance.

3.4 Ensures that strategic business cases and the benefits realisation frameworks that underpin change delivery programmes are robust and in line with the Medium-Term Financial Plan (MTFP).

3.5 Ensures that portfolio delivery programmes properly interpret and reflect the Council's strategic policy objectives in programme design, delivery and evaluation.

3.6 Ensures that emerging and developing change proposals are fully aligned with target strategic outcomes, related service improvements and benefits realisation.

3.7 Provides a robust programme assurance and reporting framework to ensure that portfolios are designed and planned in an integrated manner, and that they stay on target to deliver successfully, in line with agreed and emerging Corporate and Portfolio management standards, and within agreed time, cost and quality parameters.

3.8 Undertakes cross-cutting strategic portfolio and programme delivery resource requirements analysis, optimisation, forecasting and effectiveness monitoring.

3.9 In consultation with portfolio and programme sponsors, managers and portfolio holders, reports delivery progress, associated risks, issues and opportunities, in a consistent and transparent manner, to all levels of portfolio, corporate and political governance.

3.10 In partnership with Corporate and Directorate level finance representatives, implements transparent tracking and reporting of delivery against financial and other benefits realisation targets.

3.11 Manages staff within the CPMO function, including recruitment selection, staff training and development, welfare counselling, assessment of performance targets and objectives, and the effective resolution of grievance and disciplinary matters.

3.12 Proactively supports portfolio Sponsors, managers, senior stakeholders and delivery teams engaged in advancement of the Council's change mandate, and in line with emerging strategic priorities.

3.13 Leads development of a CPMO centre of excellence function, and targeted training support infrastructure available to all Council areas involved in strategic programme delivery.

3.14 Undertakes general head of service functions, including business planning, contingency planning, and responding to any legislative changes, adhering to the Council's policies and procedures, and responding to any other requests expected of the grade.

3.15 Leads development of a programme delivery information database leveraging key metrics to provide medium and long-term insights designed to inform and improve future programme architectures.

3.16 Deputises for wider service directors at external meetings, internal management meetings or any programme delivery insight and performance matters, as may be required by time to time.

3.17 Builds and maintains strong working relationships with all relevant stakeholders including members, directors, heads of service, partners and other stakeholders, forging effective networks and relationships across the Council.

3.18 Offers appropriate challenge on work before it is submitted to Portfolio and Corporate level governance, with recommendations on how the work should be taken forward.

3.19 Supports the Council's graduate programme, ensuring the development of seconded graduates. Actively encourage teamwork and shared learning within the wider CPMO team.

**4.0 Leadership requirements**

4.1 To model the strong leadership behaviours expected of all senior managers in the council, consistent with the council's core values.

4.2 To be a champion of the council's approach to equality and diversity.

4.3 To advocate for the council's integrated approach to strategic programme management

4.4 To maintain the highest standards in financial and people management and corporate governance.

4.5 Provide leadership for defined expertise and professional disciplines to ensure that the council accesses best practice and delivers quality outcomes for customers.

4.6 Provide guidance and support to Elected Members to help them translate their political priorities into initiatives that deliver the intended outcomes for residents.

4.7 Lead the provision of delivery support to strategic, council wide programmes and projects ensuring they are managed and controlled effectively and deliver their intended outcomes.

**These duties are neither exclusive nor exhaustive and you may be expected to undertake other duties and responsibilities, as directed by the Director, Purpose Delivery and Council Programmes.**

### OBSERVANCE OF THE CITY COUNCIL'S EQUAL OPPORTUNITIES POLICY WILL BE REQUIRED

**5.0 Supervision required**

5.1 Supervising Officer:        TBC

5.2 Level of Supervision:       Left to work within established guidelines subject to scrutiny by supervisor.

5.3 Supervision Given:          None

**6.0 Special Conditions**

6.1 This post works 36.5 hours a week. The nature of the post means flexible working applies, under the Birmingham City Council Flex Scheme; some working outside of 'normal' office hours may be required.

**PERSON SPECIFICATION**

**Method of Assessment (M.O.A.)**
- **AF = Application Form**
- **I = Interview**
- **T = Test or Exercise**
- **C = Certificate**
- **P = Presentation**

| Criteria | Essential | MOA |
|---|---|---|
| **Education/Qualifications** (NB: Full regard must be paid to overseas qualifications) | | |
| A relevant professional qualification or equivalent | ✓ | AF |
| Degree level or equivalent education | ✓ | AF |
| Evidence of continuing professional development | ✓ | AF |
| **Experience** | | |
| Subject matter expertise in the area of corporate and strategic programme delivery management | ✓ | AF/I |
| Experience of proven leadership and consistent achievement as a leader in a relevant professional environment. | ✓ | AF/I |
| A thorough understanding of the statutory, regulatory and political framework which guides local government / the public sector. | ✓ | AF/I |
| Experience of significant programmes of corporate and transformational change which had major impact on staff and processes. | ✓ | AF/I |
| Relevant management experience at a senior level in a local authority or other large organisation with experience of successfully delivering | ✓ | AF/I |

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| high levels of customer service. | | |
| Experience of management and achieving sustainable improvements, with the ability to translate strategic objectives into operational plans. | ✓ | **AF/I** |
| A successful track record in the management of staff groups and motivating them to achieve new ways of working. | ✓ | **AF/I** |
| Experience of devising and implementing business or service plans and achieving corporate and service initiatives through effective performance management of multiple services and professions. | ✓ | **AF/I** |
| **Skills and Ability** | | |
| Ability to lead team with a positive attitude, clear communication, understanding and managing conflict, and evidencing improvements. | ✓ | **AF/I** |
| Strong ability to translate vision and strategy into tangible programme outcomes and intelligently develop robust governance structures, milestone plans, resource plans and risk and issue management strategies to effectively achieve required outcomes. | ✓ | **AF/I** |
| Strong skills in influencing, persuading and negotiating with a variety of stakeholders and across a wide range of disciplines to drive change and improvement agendas | ✓ | **AF/I** |
| Excellent ability to build effective, credible, working relationships internally and externally, building trust quickly, prioritising adding value to the organisation | ✓ | **AF/I** |
| Excellent verbal and written communication skills, tailoring reporting styles to various stakeholders/audiences to ensure understanding and generate engagement. | ✓ | **AF/I/T/P** |
| Excellent ability to manage competing priorities in a pressurised environment and working to short timescales. | ✓ | **AF/I** |
| **Training** | | |
| Willingness to undertake on-going continuous professional development, participate in regular supervisions, appraisals and take responsibility for own learning and development needs. | ✓ | **AF/I** |
| **Other** | | |
| N/A | | |

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| Date: | Name | Signature |
| Date Reviewed: | Name | Signature |