

Title: ICT Programme and Project Management Office - Manager	Department: Environment and Resources	Post Ref: ER135
Job Purpose: <p>To manage a team of front line/operational/technical or professional staff to meet the required service standards, in line with the service plan and associated standards within the ICT Service.</p> <p>To lead and manage the operation of the ICT Service Programme & Project Management Office.</p> <p>To lead the overall coordination and management of the ICT change portfolio including demand management and prioritisation, Programme and Project Management standards, resourcing and reporting.</p> <p>To provide informed advice and professional expertise to CLT, the Transformation Board and the ICT Business Steering Group on the structure, management and control of the County Council's portfolio (programmes and projects) of ICT-enabled business change.</p> <p>To contribute to the development and delivery of the ICT strategy and business plan.</p>		
Key Responsibilities <ol style="list-style-type: none"> 1. Personally and through team members to deliver the targets set down in the service and team plans. 2. To resolve any service delivery issues within available resources. 3. To improve the performance of staff under his/her line management by maintaining communication with staff and providing the appropriate support and guidance. 4. To improve customer satisfaction levels for his/her service. 5. To act as a professional exemplar at all times. 	Key Accountabilities <ol style="list-style-type: none"> 1. Specified service targets within agreed resources. 2. Effective supervision of staff to secure high levels of performance. 3. Effective management and deployment of an identified budget. 4. Alert the Group Manager of issues that could affect performance. 5. To the Group Manager, Business Change and Engagement for the day to day management and professional development 	

<ol style="list-style-type: none"> 6. To deploy and manage assigned budgets and to take corrective action where appropriate in liaison with the Group Manager. 7. To build positive relationships with other staff and colleagues. 8. To inform the Group Manager of any changes in the operational environment including customer satisfaction issues. 9. To lead and provide day to day management of the ICT Service's Programme and Project Management Office. 10. To establish, maintain and enforce programme and project management processes and standards. 11. To establish and support the processes and governance for the identification, definition, prioritisation and approval of new programmes and projects. 12. To facilitate and support the successful set up, initiation, management, delivery and close down of approved programmes and projects. 13. To establish and manage the process for allocating appropriate internal and external resources to programmes and projects. 14. To track and report on the progress of all ICT-related programmes, projects and initiatives across the authority. Including: <ul style="list-style-type: none"> • The County Council's portfolio of ICT-enabled business change – projects and programmes of work delivering transformational change at corporate, departmental and service level. • The ICT internal portfolio of projects, programmes and initiatives delivered to support ongoing Service Management for the current ICT estate e.g. networks, infrastructure, applications, systems etc. 	<p>of the PMO team.</p> <ol style="list-style-type: none"> 6. To the Group Manager, Business Change and Engagement for the identification, implementation and adherence of appropriate Programme and Project management methodologies (including MSP, Prince2 and Agile), standards, tools and technologies. 7. To the Group Manager, Business Change and Engagement and ICT Senior Management Team for managing the portfolio Demand Management process. 8. To the Group Manager, Business Change and Engagement for ensuring that Programmes and Projects are regularly reviewed, exceptions reported and appropriate corrective action taken. 9. To the ICT Business Steering Group to ensure they have the information they require to be able to prioritise and approve work and to understand progress against plans for the ICT change portfolio. 10. To ensure that resource allocation to the change portfolio reflects the priorities agreed by the ICT Business Steering Group. 11. To the Group Manager, Business Change and Engagement for delivering a comprehensive suite of reports covering current demand, programme and project progress against plans, risk, spend against budget, resourcing, Business Plan updates and KPIs. 12. Establish and maintain a Risk Management strategy, approach and reporting arrangements approach for the ICT change portfolio. 13. Establish and maintain a Benefits Realisation strategy
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<p>15. To deputise for the Group Manager Business Change & Engagement in all aspects of the role when required.</p> <p>16. Develop and maintain the risk management strategy for the ICT portfolio of change and provide strategic oversight of its adherence through continual assurance, ensuring adherence to risk and issue management best practise across the portfolio.</p> <p>17. To provide objective assurance on programme and project related delivery plus project health checks and gateway reviews.</p> <p>18. Provide informed and expert advice to members of CLT, the corporate Transformation Board, corporate ICT Business Steering Group and Departmental Service Directors on the viability, scheduling, structure and delivery of programmes and projects as part of the organisation's ICT-enabled business change portfolio. In addition to one-to-one support, the post holder will expected to develop and deliver detailed options appraisals to management boards comprising Chief Officers, Service Directors and Senior Management in order to influence and shape the existing and future portfolio of change in the County Council.</p> <p>19. On programmes and projects involving delivery and support through/with partner organisations (other Local Authorities, the third sector and NHS) provide the professional lead for the authority. Working with senior officers from all organisations involved, provide advice, support and expertise to establish the appropriate delivery structure and governance framework to maximise the likelihood of successfully achieving joint outcomes.</p> <p>20. As a member of the ICT Business Steering Group, a corporate governance body, provide timely and accurate monthly reports on the County Council's portfolio of ICT-enabled business change. As the lead officer, advise the steering group on all matters related to portfolio performance, corporate demand management, resource and skill allocation, capability and organisational capacity.</p>	<p>approach and reporting arrangements for the ICT change portfolio.</p>
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<p>21. Set and develop corporate standards for programme and project delivery across Nottinghamshire County Council. As part of this role, actively review best practise and professional developments in change delivery, introducing new and improved methodologies and standards into the authority in order to promote continual improvement.</p> <p>22. Line management responsibility for a team of four Deployment Support Specialists and two PMO Support Officers.</p> <p>23. To be involved in the commissioning of, and have direct line management responsibility for external specialist resource (project managers and business analysts) temporarily employed in support of the ICT change portfolio. At any time this resource is expected to number up to c10 staff.</p> <p>24. Membership of any working groups, forums or committees within the post holder's area of work.</p>	
The post holder will perform any duty or task that is appropriate for the role described	

Person Specification

Education and Knowledge

1. Evidence of continuous professional development.
2. Knowledge and understanding of the main issues affecting the service area.
3. Educated to degree level, holds a professional qualification and can demonstrate relevant experience as a senior project manager.
4. APMG P3O Practitioner.
5. PRINCE 2 Practitioner or Association of Project Management Association (APM) Practitioner Qualification (IPMA Level C).
6. Accredited Managing Successful Programmes (MSP) Advanced Practitioner or Practitioner is desirable.

Personal skills and general competencies

26. Sets an excellent example of customer care for other staff.
27. Effectively sets direction for a team providing motivation for all to deliver high performance.
28. Anticipates customer needs to provide excellent service continually striving to improve efficiency and effectiveness
29. Sets challenging targets for performance for the team as well as delivering a high degree of personal effectiveness

7. Recognised training in AGILE software development and project delivery techniques.
8. Management of Risk practitioner qualification is desirable.
9. Recognised training in Benefits Realisation Management is desirable.
10. Knowledge of the principles and practice of:
 - effective people management;
 - excellent customer service;
 - appropriate risk management;
 - budget management (where budgetary responsibility is devolved to the team manager)

Specialist Knowledge/Skills

11. Proven experience of working in, and managing a PMO in a large and diverse organisation.
12. Programme management skills including the practical use of a major programme management methodology and techniques.
13. Experience of planning and implementing Benefit Realisation Management processes on a major programme.
14. Experienced in managing and monitoring programme and project budgets and cost benefit analysis.
15. Experienced in stakeholder management at a senior level (corporate board/service director).
16. Proven experience of developing and delivering a risk management strategy on a major programme or a large and complex project.
17. Detailed knowledge of IT systems and solutions and their effective implementation with an understanding of NCC's current technology base and emerging technologies.
18. Has proven programme and people management skills with knowledge of NCC's policy framework, management structures and reporting procedures.
19. Experienced user of MS Project, Word, Excel, Visio, e-mail, PowerPoint and the internet / intranet.

30. Ensures the Council's policies for fairness and respect are delivered including setting high personal standards
31. Takes an active role in managing risk, health and safety and safeguarding issues.

<p>Other Knowledge/Skills</p> <p>20. Excellent communication and interpersonal skills in meetings, presentations and workshops.</p> <p>21. Time management and team working ability are essential.</p> <p>22. Presentation, written and verbal communication, numeracy skills are essential;</p> <p>23. Influencing and negotiating skills to ensure high-level buy-in, commitment and resources.</p> <p>24. Facilitation skills to promote creative thinking and problem solving by service delivery staff and service area specialists.</p> <p>25. Commercial and contractual knowledge and awareness.</p>	
<p>Experience</p> <p>32. Minimum 5 years' experience within the service area.</p> <p>33. Experience of planning and organising team work or co-ordinating complex activities.</p> <p>34. Ten years relevant work experience gained in roles covering PMO support & management, programme and senior project manager.</p> <p>35. Proven experience in managing large, complex, and crosscutting projects and programmes.</p> <p>36. Demonstrated detailed programme management and organisational skills appropriate for a multi-tasked work environment.</p> <p>37. Proven experience of implementing and running programme and project management tracking tools.</p> <p>38. Proven experience of developing multi-faceted reporting dashboards and using reporting tools for portfolio management.</p>	
<p>Role Dimensions</p> <p>39. The post holder will be responsible for tracking, highlighting and reporting key information to Corporate and Departmental Management teams on the overall performance of Nottinghamshire County Council's ICT-enabled transformational change programme and on the ICT internal portfolio of change.</p>	

40. The post holder will be expected to have the experience, capability and standing to operate and communicate effectively at the most senior levels in the organisation and within partner organisations (other Local Authorities, the third sector and NHS), providing expert advice and professional support through one-to-one and board level briefings to Members, Chief Officers, Service Directors and Senior Management in order to influence and shape the existing and future portfolio of ICT-enable business change in the County Council.
41. A member of the ICT Business Steering Group (a corporate body), responsible for providing up to date and accurate monthly reports on the County Council's portfolio of ICT-enabled business change. As the lead officer, provides expertise and advice on all matters related to portfolio performance, corporate demand management, resource and skill allocation, capability and organisational capacity.
42. The ICT change portfolio will include Programmes and Projects for all major internal services and/or joint delivery with other public sector partners. Successful delivery is a critical factor in helping those services achieve external KPIs and internal Strategic Plan objectives
43. The breadth of programmes managed will include the provision of enabling ICT systems, applications, infrastructure and processes covering diverse and varied business areas across the County Council and external partner organisations, and delivering outcomes in support of the County Council's strategic aims and objectives.
44. The post holder will be responsible for the management and integration of the PMO and its functions into the service and wider organisation, including continually monitoring and reporting to the ICT MT and ICT Business Steering Group on the overall performance of the PMO in line with Key Performance Indicators (KPIs).
45. The post holder will deputise for the Group Manager Business Change and Engagement.
46. The post holder will lead on setting and developing corporate standards and best practise for programme and project delivery across Nottinghamshire County Council and will be expected to promote and champion a culture of continual improvement in programme and project delivery.
47. The input to the overall development of programme, project management and system development standards contributes to broader business change management development within the County Council and its partners.
48. Build relationships with, and co-ordinate between multiple parties including the ICT Business Steering Group, Transformation Boards, ICT Technology Partners and Programme and Project Managers. .
49. Building relationships and ensuring credibility with a wide range of senior stakeholders, up to, and including CLT members and Service Directors in NCC, Partner Organisations, other Local Authorities and external suppliers.
50. Providing support, advice and guidance to the SRO and senior managers acting as project sponsors, their boards and project teams.
51. Over the next 2-3 years, the ICT Change portfolio is expected to be valued at c£15m and it will be instrumental in enabling c£150m of savings across the organisation; accurate tracking and interpretation of management information by the post holder is essential in supporting successful delivery of the portfolio. Individual programmes are typically £2-5 million+ in value and at any one time the post holder will be tracking and reporting on c£7.5m of change activity.
52. The post holder has full line management and professional development responsibility for a team of four Deployment Support Specialists and two PMO Officers. In addition the post holder will be responsible for on-boarding and managing external specialist resource (project managers and business analysts) temporarily employed in support of the ICT change portfolio. At any time this resource is expected to number up to c10 staff.
53. The post holder will track and manage resource requirements for the ICT Change portfolio, identifying the need for, recruiting and assigning specialist contracted resource in line with agreed priorities and capacity requirements.
54. The post holder will provide advice, guidance and mentoring as required to Programme and Project Managers

