

Role Profile

Key Information

Post Title: Head of Programme Management Office

Date: July 2026

CCA Ref: CCA013

Grade: Grade 18

Reports to: Executive Director of Finance

Service Area: Finance / Programme Management Office

Purpose of the Post

This role provides strategic leadership, specialist capability, design and continuous improvement of the authority's Programme Management Office (PMO), ensuring effective governance, prioritisation, and delivery of the Combined Authority's corporate transformation portfolio and key investment programmes.

This is a high-profile role working with the Chief Operating Officer, Corporate Management Team and Members to provide strategic direction and positive leadership, providing independent assurance, delivery confidence and strategic direction on the authority's portfolio.

The postholder will provide oversight of the programme and project portfolio, ensuring alignment to strategic priorities, affordability and deliverability, while also directly leading the programme management of key programmes and transformation initiatives.

Working with service leaders, elected members, partners, and colleagues at all levels of authority to drive the development and successful delivery of multi-dimensional programmes and transformational change and to ensure implementation is sustainable, affordable and fit for purpose.

A key element of the role will be to constructively challenge ways of working, taking an evidenced based approach to benefits realisation that ensures improvement is customer focused, innovative, and efficient, driving delivery of corporate programmes. The postholder will proactively identify opportunities to advance the authority's vision and ambition.



Key Job Specific Accountabilities

1. Own and lead the PMO function, including governance frameworks, standards, tools, reporting and assurance processes across all programmes and projects. Provide leadership and articulate a clear and compelling vision for change through the use of evidence-based business cases including resource implications.
2. Design and embed programme and project governance structures across the Combined Authority, ensuring consistent methodologies are applied proportionately. Enable the PMO to operate as a centre of excellence, providing specialist expertise, frameworks, tools and professional leadership internally and externally.
3. Lead the strategic coordination of all programmes within the transformation portfolio. Establish prioritisation and pipeline management, ensuring alignment with political priorities, funding constraints and strategic outcomes.
4. Establish and maintain a network of individual and collective stakeholder relationships with Senior Responsible Owners (SROs), Directors, key service leads and partners in order to determine portfolio priorities and manage resource requirements.
5. Ensure that the portfolio is well communicated through the authority, key stakeholders and partners, to encourage engagement and the adoption of change.
6. Manage the process of challenge, support and implementation of programmes, ensuring options and decisions are evidence based by outlining a thorough understanding of the “as-is” service delivery position before presenting options for decision and then implementing the process of change.
7. Promote, deploy and prioritise the use of staff to ensure that programmes are delivered on time and on budget. Provide direct line management responsibility for PMO staff within the portfolio, as well as additional temporary staff or contractors who may be used to supplement resources.
8. Promote and use the relevant programme management/reporting tools to ensure a consistent, yet flexible and proportionate approach to meet key milestones and achieve outcomes. Provide professional expertise and leadership in relation to programmes and projects to a wide range of subject matter experts.
9. Oversee the transition between “as-is” and “to-be” ensuring appropriate consultation, engagement, communication, implementation and benefits realisation plans are in place.
10. Manage risk, issue and change control at portfolio level, maintaining oversight of dependency management across programmes.
11. Provide independent challenge and assurance to SROs and Directors on delivery confidence, risks and performance.
12. Establish and maintain portfolio performance reporting (milestones, risks, finances, benefits) to provide regular oversight to the Chief Operating Officer, Corporate Management Team and Members.
13. Lead development of PMO capability, skills and professional standards across the organisation.



Key Facts and Figures of the Post

- **Budget Responsibilities:** Core budget responsibility for direct reports. Accountability for portfolio-level financial oversight, including programme budget tracking, forecasting and profiling, ensuring delivery of agreed benefits, and advising on affordability and re-prioritisation.
 - **Management Responsibilities:** The post holder will lead the PMO function to manage multi-dimensional complex programmes, with responsibility for resource allocation across the portfolio.
 - **Other:** High-profile role, delivering critical activity and leading the authority's corporate transformation and key investment programmes. Significant working with senior officers, elected members, partners and stakeholders.
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Essential Criteria

Qualifications

- Degree level qualification or equivalent demonstrable experience.
- MSP, PRINCE2 or equivalent programme management qualification, or significant experience in a similar role.

Knowledge

- Strong knowledge of the local government landscape and challenges facing Combined Authorities.
- In-depth understanding of portfolio, programme and project management frameworks.
- Knowledge of corporate transformation and investment programme delivery.

Experience

- Experience of leading a PMO or portfolio function.
- Proven track record of developing, implementing and delivery large-scale, complex programmes.



- Experience of working in a political environment, skills in understanding and responding to different perspectives and taking a cross-organisational perspective, with the ability to develop and sustain cooperative working relationships at all levels of the organisation and with external partners.
- Experience of working in a dynamic and complex environment, handling multiple programmes, developments and other business as usual tasks including risk and issue management simultaneously.
- Experience of leading organisational transformation and cultural change in support of new ways of working, to improve the experience or outcomes for the customer.

Expertise

- Ability to challenge constructively and influence senior stakeholders, providing clear delivery confidence assessments and recommendations.
 - Demonstrable achievement in successfully managing programmes to time and budget in a multi-disciplinary and partnership environment, working within an effective project methodology and the effective use of change management principles and practices.
 - Highly developed communication and negotiating skills with the ability to engage across diverse audiences.
 - Excellent analytical, problem solving and decision making skills, including the ability to coach others in these.
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Job Working Circumstances

Emotional Demands:

- Managing competing priorities across a complex portfolio.
- Working in politically sensitive and high-profile environments. Programmes may receive strong opinion and / or opposition from those potentially affected.
- Leading significant organisational change will require strong personal and emotional resilience when dealing with affected staff groups, service users and partners.

Physical Demands: None specific.

Working Conditions: Agile working with office-based presence as required.

Other Factors: None.

