

## JOB REMIT

<b>Role</b>	Programme and Project Management (PPM) Lead	<b>Team</b>	Programme Management Office (PMO)
<b>Reports To</b>	Governance, Risk and PMO Manager	<b>Directorate</b>	Strategy and MPS Oversight
<b>Post Reference</b>	S1178	<b>Grade</b>	5

### Purpose of the Role

Provide advice and Programme and Project Management (PM) guidance to Project Sponsors and Project Teams for MOPAC's priority Programmes, including the Police and Crime Plan (PCP) Delivery Programme and the MOPAC Change Programme, helping to achieve (and evidence) the Mayor's vision to 'make London a safer city for all'.

The Programme and Project Management (PPM) Lead co-ordinates the Project Support Officers (PSOs) to support effective Programme and Project Management across MOPAC. The PPM Lead services MOPAC's Programme Management Boards, ensuring that MOPAC's projects are evidence-based, managed through a staged process and performance managed.

The PPM Lead also provides direct support to strategic projects, including supporting the development of Outline Business Cases and Project Initiation Documents (PIDs).

### Main Duties and Key Accountabilities of the jobholder

- Support the Governance, Risk and PMO Manager in the design of Programme Governance for new Programmes to be supported by the PMO and when adopting new projects into an existing Programme. Also work with the Governance, Risk and PMO Manager to update PM policies, as necessary.
- Engage Project Sponsors and Project Leads for MOPAC's strategic projects and help them to navigate through MOPAC's five-stage Project Management Lifecycle, ensuring that key documentation and approvals are in place:
  1. Project Start-up
  2. Design
  3. Resource and Procure
  4. Implement / Deliver
  5. Transition and Close.

*In particular, the PMO will be expected to provide support to Project Leads for stages 1 to 3, helping the projects to 'mobilise' up until delivery resources are in place and in Project Evaluation and Closure in Stage 5.*

- Manage the PSOs' work with Project Leads to collate and review monthly Project Dashboards, rolling-up the information into Programme-level Highlight Reports. This includes:
  - reviewing the information received and providing 'critical friend' challenge,
  - Ensuring that any significant risks or issues are highlighted
  - Programme-level themes are understood and escalated to the Programme Board.
  - Ensuring each 'Amber' or 'Red' Status Programme has a 'Return to Green' plan in place.
  
- Service Programme Boards through:
  - The preparation of Programme Board Packs (including a Programme 'Health-check' and managing Programme-level Plans and Logs),
  - Facilitating Programme Board Meetings and investigating cross-programme themes as part of the monthly programme 'health-check'.
  - Directly reporting to the Programme Board Chair through Briefing Meetings prior to Programme Board Meetings.
  
- Line manage the Project Support Officer (PSO) posts, co-ordinating the work of the team, providing advice and guidance and managing performance. This will include:
  - Allocating PSOs to projects and ensuring that they have needs-and priority-based plans in place to support their projects
  - Liaising regularly with Project Leads to ensure that they are getting the help that they need from the PSOs
  
- Own and develop MOPAC's Project Management Toolkit, including providing Project Leads with demonstrations, advice and guidance for the tools and supporting the Project Leads through facilitating workshops and helping to upskill Project Teams. Examples include:
  - PM Basics Refresher Training
  - PM Toolkit Tools Training
  - Project Start-up Support (Drafting Outline Business Cases and PIDs)
  - Project Planning Support
  - Benefits Planning Support
  - Risks and Issues Planning Support
  - Project Transition and Closure Support
  - Project Delivery Support (for priority projects, by exception).
  
- Manage the PSOs to maintain the MOPAC Project Management Toolkit, which includes tools, guidance and training support. The expectation is that PSOs will help to build a bank of exemplar Project Plans for common projects and other examples to support standardisation of approaches.
  
- Support the PSOs in managing MOPAC's Project Management Filing System, for the Programmes supported by the PMO, and 'Lessons Learned Log'.
  
- Own and develop the MOPAC Corporate Performance Dashboard. Work with colleagues across Corporate Services, the Private Office and GLA Shared Services to present accurate and timely intelligence against MOPAC's Key Performance Indicators (KPIs) to the MOPAC Board, highlighting areas that require attention and suggesting potential solutions.

## Working Relationships and Contacts

The post holder will be required to help build and maintain effective working relationships across MOPAC, primarily with Programme Boards, Project Sponsors, Project Leads and Project Managers.

## Role Requirements

A recognised Programme Management Qualification.

Programme Management experience.

Previous PMO experience.

Line Management experience.

A recognised Project Management Qualification.

Project Management experience.

Experience in servicing Boards.

Presentation Skills.

Business Case Production experience.

Ability to build relationships with stakeholders.

Experience in using Microsoft Excel and PowerPoint.

Business Analysis Skills.

## Required Competencies

### Delivering Outcomes

#### *Delivers quality outcomes to meet objectives*

Uses specialist knowledge and skills to support the delivery of relevant objectives. Ensures a high quality service, balancing the needs of customers and stakeholders. Manages a range of tasks, delivering to time and quality. Adapts and responds to shifting priorities. Deals with Challenges and generates solutions.

#### *Manages work through informed and reliable judgement*

Uses specialist knowledge and skills to inform decision-making, and minimise risk where practicable. Provides guidance and support, seeking it where appropriate. Promotes continuous improvement proactively by identifying, sharing and applying lessons learnt.

## Organisational Influence

#### *Acts with Professionalism*

Behaves appropriately, taking personal responsibility for own actions and setting a good example for other colleagues. Actively demonstrates the promotion of equality and valuing of diversity and helps others to do so. Develops from own experience and supports the development of others where relevant. Takes

account of how own behaviour affects others.

Maintains a current understanding of specialist area.

Shows initiative, personal resilience and motivation to deliver a quality service. Upholds legislation, regulations and policy, acting with integrity and challenging those who do not.

*Develops effective communications and working relationships*

Builds effective relationships with customers, colleagues and stakeholders. Communicates effectively and inclusively with customers, senior managers and team members. Ensures clear, two-way communication through listening and responding appropriately, learning and sharing information. Upholds organisational reputation.

### **Productivity**

*Manages own time and relevant resources efficiently and effectively*

Prioritises work and use of resources to meet relevant objectives. Ensures time and resources are used in a way that best meets customer and MPS needs. Uses MPS resources efficiently, ethically and appropriately. Shows support for efficient working.

### **General Responsibilities**

- To adhere to MOPAC's Equality & Diversity and Equal Opportunities policies in all activities.
- To be responsible for your own health and safety and that of your colleagues and all others in the workplace, in accordance with MOPAC Health and Safety policies.
- To work in accordance with data protection policies and adhere to Freedom of Information policies where appropriate.
- To undertake such other duties as may be reasonably expected.