



Swansea Bay City Region Joint Committee – 11 June 2020

Programme Management Office Structure

Purpose:	To approve the Programme Management Office Structure
Policy Framework:	Swansea Bay City Deal (SBCD) Joint Committee Agreement (JCA)
Consultation:	Programme Board
Recommendation(s):	It is recommended that the Joint Committee: <ol style="list-style-type: none"> 1. Approves Option B2 as set out in Appendix A for the Programme Management Office (PMO) Structure to enable recruitment to the PMO 2. Reviews the PMO structure within 12 months
Report Author:	Jonathan Burnes, SBCD Programme Director
Finance Officer:	Chris Moore, SBCD S151 Officer
Legal Officer:	Tracey Meredith, SBCD Monitoring Officer

1. Introduction

- 1.1. There are currently four recruited posts in the Swansea Bay City Deal PMO. Namely, the Programme Director, Finance Manager, Business Engagement Manager and Communications and Marketing Officer. There are five Options within this document, where the current PMO staffing compliment is Option A, and a further four PMO structure options.
- 1.2. The SBCD Programme Board on the 19th May and 2nd June were consulted as to options for the PMO structure.
- 1.3. Joint Committee Members should note, however, that only three of the four regional Local Authority heads of paid service were present at the Programme Board meetings on May 19th and June 2nd.
- 1.4. Programme Board felt that Option B2 presented a compromise of the Programme Director's recommendation to proceed with Option C and PB Members' feedback to recruit Option C minus one post. Namely one of the Senior Support Officers. This Option balances the capacity and capability requirements of the PMO with the affordability of the PMO based on City Deal funding drawdown and stakeholder contributions.

- 1.5. Programme Board also considered that the recommended Option B2 should be reviewed within 12 months to determine whether a second phase of recruitment is required and affordable.
- 1.6. The PMO staff budget allocation is based on the previously agreed assumption that there is a £50k p.a. commitment from each key SBCD partner for five years (commencing in 2018/19) and 1.5% top slicing of the City Deal Government grant to be funded over the fifteen-year period (whilst utilised in the 5 year). All new roles have been included in the budget analysis at the maximum costs of the suggested grades to allow flexibility in appointment, although the Job Evaluation of the grades is yet to be confirmed and may be different.
- 1.7. As highlighted throughout the options, there is a dependency and risk involved with the contributions and top slicing of the City Deal funds to resource the PMO team. This is an acknowledged and managed risk, but all stakeholders need to be made aware of the potential shortfall for the PMO resource if a SBCD partner exits the agreement or the region does not draw down the City Deal funds. This risk will feature in the Programme Risk Register and will be monitored and mitigated accordingly. Further risk is inherent should funding not be considered for the potential redundancy costs of those currently employed or recruited into the City Deal staffing establishment.
- 1.8. The Programme Board is seeking Joint Committee approval for Option B2 so that the Programme Director can commence the recruitment process of the new roles. These roles will manage the day to day operations of the PMO, particularly around the governance and assurance requirements for the programme; and support the development of strategic business cases and strategies for the region.
- 1.9. The governance part to the structure streamlines the roles traditionally found in a PMO, such as programme manager and staff responsible for areas such as risk, assurance, planning, reporting, resource, portfolio analysis, monitoring, benefits and administrative support.
- 1.10. The Project Development Manager, aligned to the Green Book five-case model, will:
 - Guide a project manager/business case writer through the business case development process i.e. what does good look like
 - Critique all stages of Business Case developments (Strategic Outline Case, Outline Business Case and Full Business Case)
 - Develop and co-ordinate (where required) business cases or sections of a business case such as the strategy and management cases
- 1.11. The recruitment process is under way, where the posts are currently with job evaluation prior to being advertised. It is envisaged that the process to recruit will take between 3-6 months, depending on the successful applicants' availability to commence.

2. Financial Implications

- 2.1. The PMO budget is derived from 1.5% City Deal top slice over the full fifteen years of the programme and partner contributions of £50k p.a. (from each of the eight partners) over five years (which commenced in financial year 2018/19). Based on the assumption that all partners remain in the City Deal and that the region draws down the full City Deal funds, the cost of the proposed structure falls within the allocated

budget for staff recruitment. However, constituent authorities will need to support the upfront funding of top slice due to government grants being over a fifteen-year period. Joint Committee needs to be made aware that if circumstances change relating to these assumptions, there could be a funding gap to operate the programme. The contingency put in place by the Programme Director will be to review and monitor the situation, review and reallocate funds between pay, non-pay and supporting services over the five-year period, and to consider other funding streams during the programme delivery of the City Deal projects.

- 2.2. The previously proposed staffing budget for 2020/21 was £591k as per the draft budget agreed by the Joint Committee (JC - 30 July 2019). With the proposed new structure the required budget is £539k. The existing four roles cost £288k and the new four roles £250k. All new roles have been costed at the top of the scale with the expectation that appointments would be made below this level, creating further savings in the staffing budget. These new roles will be subjected to Carmarthenshire County Council's job evaluation policy prior to recruitment. Future recruitment will be reviewed once the proposed structure is in place.
- 2.3. The proposed structure is anticipated to be required for up to five years and therefore there is likely to be redundancy costs accruing during this term. Currently no redundancy costs have been included within the budgets, however as the full budget is considered moving forward the JC needs to consider setting aside a fund to provide for this potential liability.
- 2.4. Joint Committee previously agreed a provisional budget up to 2022/23. Now that the PMO structure is being agreed, a revised budget will now be brought forward to the next Joint Committee.

3. Legal implications

- 3.1. The Regional PMO staff will be recruited through Carmarthenshire County Council's recruitment processes.

4. Alignment to the Well-being of Future Generations (Wales) Act 2015

- 4.1. As a programme which provides an opportunity to address persistent challenges such as climate change, poverty, inequality, jobs and skills in a transformational and preventative way, the City Deal programme is in keeping with the approach and ambitions of the Well-being of Future Generations (Wales) Act 2015. Given the breadth of the Swansea Bay City Deal programme, it also has a significant impact across the seven well-being goals for Wales.

Background Papers:

None

Appendices:

Appendix A SBCD PMO Structure Options Appraisal
Appendix B: SBCD PMO Proposed Job Descriptions

Appendix A - Programme Management Office (PMO) Structure Options Appraisal

The SBCD Programme Board on the 19th May and 2nd June were consulted on the following options appraisal in order to recommend a course of action to the Joint Committee regarding the PMO team structure on the 11th June 2020.

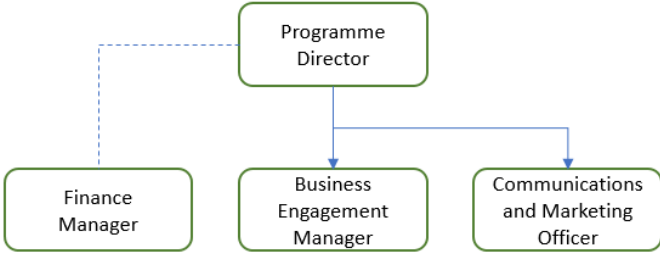
The PMO staff budget allocation is based on the previously agreed assumption that there is a £50k (from each of the eight partners) over five years (which commenced in financial year 2018/19) and 1.5% top slicing of the City Deal Government over a fifteen year period, managed over a five year term. All new roles have been included at the higher of the possible grades and at top of grade with on costs to allow flexibility in appointment. New roles will be subject to Carmarthenshire County Councils job evaluation policy.

As highlighted throughout the options, there is a dependency and risk involved with the contributions and top slicing of the City Deal funds to resource the PMO team. This is an acknowledged and managed risk, but all stakeholders need to be made aware of the potential shortfall for the PMO resource if a SBCD partner exits the agreement or the region does not draw down the City Deal funds. This risk will feature in the Programme Risk Register and will be monitored and mitigated accordingly.

The Finance Manager, who is currently in post, will be directly responsible to the Programme Section 151 Officer for all options.

There are four options presented below:

Option A – Do Nothing

Description	Do not recruit any further members of staff into the Regional PMO.
Option outline	<p>All PMO functions would be undertaken by the four currently recruited posts in the Swansea Bay City Deal PMO. Namely, the Programme Director, Finance Manager, Business Engagement Manager and Communications and Marketing Officer.</p>  <pre> graph TD PD[Programme Director] -.-> FM[Finance Manager] PD --> BEM[Business Engagement Manager] PD --> CMO[Communications and Marketing Officer] </pre>
Benefits	<ol style="list-style-type: none"> 1. Within budget due to minimal staffing costs. This will result in a variance of £660k over the five-year operating period, assuming no further contribution from partners beyond 2022/23. 2. No requirement for a recruitment process
Drawbacks	<ol style="list-style-type: none"> 1. Does not adhere to robust PMO roles and practices 2. Limited governance and assurance framework for the £1.3bn City Deal programme 3. Limited co-ordination at a programme level involving the nine SBCD Project Managers and SROs 4. Limited capacity to support project development and approval process in order to achieve programme milestones

	<ol style="list-style-type: none"> 5. The current roles, experience and skills are not in place to deliver what is required of a PMO 6. Current staff will be put under unnecessary stress and pressure 7. Minimal support and guidance provided to projects within the programme 8. Reliance on Local Authority resource to support programme governance 																																																																																																			
Risks	<ol style="list-style-type: none"> 1. The SBCD will not satisfy the WG/UKG requirements for robust programme assurance and governance framework 2. Not delivering successful programme outputs and outcomes, which could result in claw back and reputational damage 3. Existing post holders will not be able to effectively fulfil their substantive duties of directing the programme and regional opportunities, finance, communications and business engagement 4. Delay to funding being secured due to lack of resources for assurance and management of processes to conduct internal and external reviews 5. Lack of funding if City Deal partners withdraw or City Deal projects not approved 6. Unable to communicate effectively to all key stakeholders 7. Unable to make informed decisions based on project and programme level management information, in a timely manner 8. Unable to prioritise other regional opportunities 																																																																																																			
Dependencies	<ol style="list-style-type: none"> 1. Approval of the SBCD JC 2. The SBCR SRO requires programme progress and risks/issues in a robust, timely and appropriate format 3. Aligned to Actica external review recommendations 4. The WG/UKG requires a level of confidence that the programme is being appropriately managed 5. Funding from key stakeholders and draw down of City Deal funds for existing posts (£50k contributions and 1.5% top slice) to run the PMO over a five-year period 																																																																																																			
Timeline	None, as staff are already recruited and in post.																																																																																																			
Cost	<p>Existing staff budget for 2020/21 £288k with no additional costs.</p> <table border="1"> <thead> <tr> <th colspan="9">Option A - Current Establishment</th> </tr> <tr> <th>Position Title</th> <th>Grade</th> <th>FTE</th> <th>Year 3 2020/21</th> <th>Year 4 2021/22</th> <th>Year 5 2022/23</th> <th>Year 6 2023/24</th> <th>Year 7 2024/25</th> <th></th> </tr> </thead> <tbody> <tr> <td>SBCD Regional Programme Director</td> <td>HOS1</td> <td>1</td> <td>125,488</td> <td>127,997</td> <td>130,557</td> <td>133,168</td> <td>135,832</td> <td></td> </tr> <tr> <td>Business Engagement Manager</td> <td>K</td> <td>1</td> <td>56,103</td> <td>57,225</td> <td>58,370</td> <td>59,537</td> <td>60,728</td> <td></td> </tr> <tr> <td>Finance Manager</td> <td>K</td> <td>1</td> <td>56,103</td> <td>57,225</td> <td>58,370</td> <td>59,537</td> <td>60,728</td> <td></td> </tr> <tr> <td>Communications & Marketing Officer</td> <td>J</td> <td>1</td> <td>50,908</td> <td>51,926</td> <td>52,965</td> <td>54,024</td> <td>55,105</td> <td></td> </tr> <tr> <td>Current PMO Salary Expenditure</td> <td></td> <td>4</td> <td>288,602</td> <td>294,374</td> <td>300,261</td> <td>306,267</td> <td>312,392</td> <td></td> </tr> <tr> <td>Additional Salary Expenditure</td> <td></td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Total Salary Expenditure</td> <td></td> <td>4</td> <td>288,602</td> <td>294,374</td> <td>300,261</td> <td>306,267</td> <td>312,392</td> <td></td> </tr> <tr> <td>Agreed Staffing Budget (JC-30 July 2019)</td> <td></td> <td>11</td> <td>591,058</td> <td>616,012</td> <td>640,566</td> <td>0</td> <td>0</td> <td></td> </tr> <tr> <td>Variance</td> <td></td> <td>7</td> <td>302,457</td> <td>321,638</td> <td>340,304</td> <td>-306,267</td> <td>-312,392</td> <td></td> </tr> </tbody> </table>	Option A - Current Establishment									Position Title	Grade	FTE	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Year 6 2023/24	Year 7 2024/25		SBCD Regional Programme Director	HOS1	1	125,488	127,997	130,557	133,168	135,832		Business Engagement Manager	K	1	56,103	57,225	58,370	59,537	60,728		Finance Manager	K	1	56,103	57,225	58,370	59,537	60,728		Communications & Marketing Officer	J	1	50,908	51,926	52,965	54,024	55,105		Current PMO Salary Expenditure		4	288,602	294,374	300,261	306,267	312,392		Additional Salary Expenditure		0	0	0	0	0	0	0	Total Salary Expenditure		4	288,602	294,374	300,261	306,267	312,392		Agreed Staffing Budget (JC-30 July 2019)		11	591,058	616,012	640,566	0	0		Variance		7	302,457	321,638	340,304	-306,267	-312,392	
Option A - Current Establishment																																																																																																				
Position Title	Grade	FTE	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Year 6 2023/24	Year 7 2024/25																																																																																													
SBCD Regional Programme Director	HOS1	1	125,488	127,997	130,557	133,168	135,832																																																																																													
Business Engagement Manager	K	1	56,103	57,225	58,370	59,537	60,728																																																																																													
Finance Manager	K	1	56,103	57,225	58,370	59,537	60,728																																																																																													
Communications & Marketing Officer	J	1	50,908	51,926	52,965	54,024	55,105																																																																																													
Current PMO Salary Expenditure		4	288,602	294,374	300,261	306,267	312,392																																																																																													
Additional Salary Expenditure		0	0	0	0	0	0	0																																																																																												
Total Salary Expenditure		4	288,602	294,374	300,261	306,267	312,392																																																																																													
Agreed Staffing Budget (JC-30 July 2019)		11	591,058	616,012	640,566	0	0																																																																																													
Variance		7	302,457	321,638	340,304	-306,267	-312,392																																																																																													

Option B1 – Do minimum (Bronze Standard)

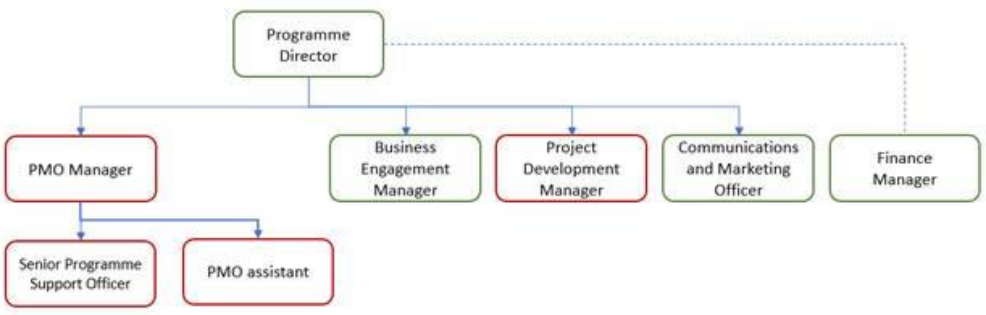
Description	Recruit three additional roles in the Regional PMO to support the governance and assurance aspects of the PMO.
Option outline	Retain the existing roles in Option A and recruit three roles to oversee the PMO governance and assurance function. Namely, the PMO manager, Programme support officer and PMO assistant.

	<pre> graph TD PD[Programme Director] --- PMO[PMO Manager] PD --- BEM[Business Engagement Manager] PD --- CMO[Communications and Marketing Officer] PD --- FM[Finance Manager] PMO --- SPSO[Senior Programme Support Officer] PMO --- PA[PMO assistant] PD -.- FM </pre>
Benefits	<ol style="list-style-type: none"> 1. Within budget for 3 years to 2022/23 with a cumulative surplus variance of £366k, which will contribute towards the shortfall in the years 6 & 7, which will require further contribution from partners, as noted in the report. 2. Provides more and appropriate support to manage the PMO governance and assurance functions
Drawbacks	<ol style="list-style-type: none"> 1. Partially adheres to robust PMO roles and practices 2. Limited governance and assurance framework for the £1.3bn City Deal programme 3. Better but limited co-ordination at a programme level involving the nine SBCD Project Managers and SROs 4. Limited capacity to support programme and project development 5. Limited reliance on Local Authority resource to support programme governance 6. Need to prioritise workload so that support and guidance is limited to all stakeholders
Risks	<ol style="list-style-type: none"> 1. Not delivering successful programme outputs and outcomes, which could result in claw back and reputational damage 2. Existing post holders will still be required to undertake PMO duties which will limit their ability to effectively fulfil their substantive duties of directing the programme and regional opportunities, finance, communications and business engagement 3. Delay to funding being secured due to limited resource to assurance and manage processes to conduct internal and external reviews 4. Unable to communicate effectively to all key stakeholders 5. Lack of funding if City Deal partners withdraw or City Deal projects not approved 6. Unable to make informed decisions based on project and programme level management information, in a timely manner 7. Limited capacity to prioritise other regional opportunities
Dependencies	<ol style="list-style-type: none"> 1. Approval of the SBCD JC 2. The SBCR SRO requires programme progress and risks/issues in a robust, timely and appropriate format 3. Aligned to Actica external review recommendations 4. The WG/UKG requires a level of confidence that the programme is being appropriately managed 5. Funding from key stakeholders and draw down of City Deal funds for existing posts (£50k contributions and 1.5% top slice) to run the PMO over a five-year period
Timeline	3-6 months to recruit staff.
Cost	Total staffing budget for 2020/21 £461k (comprising of Existing staff £288k and New staff £172k). There has been no draw on the top slice

of government component of funding in year one and two of the programme, and as such this will be applied for five years to year seven of the programme. A funding gap is acknowledged in years six and seven, if partners fail to commit to contributions beyond year five, which is the last year of their obligated commitment.

Option B1 - Minimum Establishment Required								
Position Title	Grade	FTE	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Year 6 2023/24	Year 7 2024/25	
SBCD Regional Programme Director	HOS1	1	125,488	127,997	130,557	133,168	135,832	
Business Engagement Manager	K	1	56,103	57,225	58,370	59,537	60,728	
Finance Manager	K	1	56,103	57,225	58,370	59,537	60,728	
Communications & Marketing Officer	J	1	50,908	51,926	52,965	54,024	55,105	
Current PMO Salary Expenditure		4	288,602	294,374	300,261	306,267	312,392	
PMO Manager	O	1	97,846	99,803	101,799	103,835	105,912	
Senior Programme Support Officer	H	1	41,802	42,638	43,491	44,361	45,248	
PMO Office Assistant	F	1	32,763	33,418	34,086	34,768	35,463	
Additional Salary Expenditure		3	172,411	175,859	179,377	182,964	186,623	
Total Salary Expenditure		7	461,013	470,233	479,638	489,231	499,015	
Agreed Staffing Budget (JC-30 July 2019)		11	591,058	616,012	640,566	0	0	
Variance		4	130,045	145,778	160,928	-489,231	-499,015	

Option B2 Do a bit more (Bronze, moving to Silver standard via phased recruitment)

Description	Recruit four additional roles/posts in the Regional PMO to support the governance, assurance and strategic development opportunities for the Region. With potential to recruit in a second phase within the next 12 months.
Option outline	<p>Retain existing roles as detailed in Option A and recruit four posts to oversee the PMO governance, assurance and strategic development functions. Namely, the PMO manager, Strategic Development Manager, Senior Programme Support Officer and PMO assistant.</p>  <pre> graph TD PD[Programme Director] --- PMO[PMO Manager] PD --- BEM[Business Engagement Manager] PD --- PDM[Project Development Manager] PD --- CMO[Communications and Marketing Officer] PD --- FM[Finance Manager] PMO --- SPSO[Senior Programme Support Officer] PMO --- PA[PMO assistant] </pre> <p>There is potential for further recruitment into the PMO with the planned underspend and mitigation of current risks will be reviewed within the next 12 months.</p>
Benefits	<ol style="list-style-type: none"> 1. Within budget for 3 years to 2022/23 with a cumulative surplus variance of £127k, which will contribute towards the shortfall in the years 6 & 7, which will require further contribution from partners, as noted in the report. 2. Satisfies the external review recommendations 3. Provides adequate assurance and governance processes 4. Improves the likelihood of success for the City Deal projects in terms of timescales and output/outcome deliverables 5. Provides more capacity and roles to support and manage the PMO governance and assurance functions

	<ol style="list-style-type: none"> 6. Provides capacity to develop strategic opportunities and business cases for City Deal and other Regional opportunities 7. Adheres to PMO good practice in terms of roles and practices 8. Existing post holders will be able to focus more on their substantive duties of directing the programme and regional opportunities, finance, communications and business engagement 9. Enhances the business cases and secures future strategic opportunities 10. Experts cascading best practice into all City Deal projects 11. Improving the governance, assurance and strategic business case developments will lead to saving time and effort in the approval and monitoring processes 12. Co-ordination at programme level involving and supporting project level Project Managers and SROs 13. Requires less reliance on Local Authority resource to support programme governance
Drawbacks	<ol style="list-style-type: none"> 1. Utilises most of the allocated budget for PMO staffing 2. Time to recruit
Risks	<ol style="list-style-type: none"> 1. Not delivering successful programme outputs and outcomes, which could result in claw back and reputational damage 2. Delay to funding being secured due to limited resource to assurance and manage processes to conduct internal and external reviews 3. Unable to communicate effectively to all key stakeholders 4. Unable to make informed decisions based on project and programme level management information, in a timely manner 5. Lack of funding if City Deal partners withdraw or City Deal projects not approved 6. Limited capacity to prioritise other regional opportunities
Dependencies	<ol style="list-style-type: none"> 1. Approval of the SBCD JC 2. The SBCR SRO requires programme progress and risks/issues in a robust, timely and appropriate format 3. Aligned to Actica external review recommendations 4. The WG/UKG requires a level of confidence that the programme is being appropriately managed 5. Funding from key stakeholders and draw down of City Deal funds for existing posts (£50k contributions and 1.5% top slice) to run the PMO over a five-year period
Timeline	3-6 months to recruit staff.
Cost	Total staffing budget for 2020/21 £581k (comprising of Existing staff £288k and New staff £250k). There has been no draw on the top slice of government component of funding in year one and two of the programme, and as such this will be applied for five years to year seven of the programme. A funding gap is acknowledged in years six and seven, if partners fail to commit to contributions beyond year five, which is the last year of their obligated commitment.

Option B2 - Minimum Establishment Required								
Position Title	Grade	FTE	Year 3	Year 4	Year 5	Year 6	Year 7	
			2020/21	2021/22	2022/23	2023/24	2024/25	
SBCD Regional Programme Director	HOS1	1	125,488	127,997	130,557	133,168	135,832	
Business Engagement Manager	K	1	56,103	57,225	58,370	59,537	60,728	
Finance Manager	K	1	56,103	57,225	58,370	59,537	60,728	
Communications & Marketing Officer	J	1	50,908	51,926	52,965	54,024	55,105	
Current PMO Salary Expenditure		4	288,602	294,374	300,261	306,267	312,392	
PMO Manager	O	1	97,846	99,803	101,799	103,835	105,912	
Senior Programme Support Officer	H	1	41,802	42,638	43,491	44,361	45,248	
PMO Office Assistant	F	1	32,763	33,418	34,086	34,768	35,463	
Project Development Manager	N	1	78,120	79,682	81,276	82,901	84,559	
Additional Salary Expenditure		4	250,531	255,542	260,652	265,865	271,183	
Total Salary Expenditure		8	539,133	549,915	560,914	572,132	583,575	
Agreed Staffing Budget (JC-30 July 2019)		11	591,058	616,012	640,566	0	0	
Variance		3	51,926	66,096	79,652	-572,132	-583,575	

Option C – Functional PMO with combined roles (Silver Standard)

Description	Recruit four additional roles (five posts) in the Regional PMO to support the governance, assurance and strategic development opportunities for the Region.
Option outline	<p>Retain existing roles as detailed in Option A and recruit five posts to oversee the PMO governance, assurance and strategic development functions. Namely, the PMO manager, Strategic Development Manager, 2 x Programme support officers and PMO assistant.</p> <pre> graph TD PD[Programme Director] PM[PMO Manager] BEM[Business Engagement Manager] PDM[Project Development Manager] CMO[Communications and Marketing Officer] FM[Finance Manager] SPSO1[Senior Programme Support Officer] SPSO2[Senior Programme Support Officer] PA[PMO assistant] PD --- PM PD --- BEM PD --- PDM PD --- CMO PD --- FM PM --- SPSO1 PM --- SPSO2 PM --- PA </pre>
Benefits	<ol style="list-style-type: none"> Over the first 3 years (2022/21 – 2022/23) budgets break even with the original budget allocation that has previously agreed by JC. Additional funding will be required for years 6 & 7 (2023/24 – 2024/25) which in the main could be supported by further partner contributions. Satisfies the external review recommendations Provides robust assurance and governance processes Improves the likelihood of success for the City Deal projects in terms of timescales and output/outcome deliverables Provides appropriate capacity and roles to support and manage the PMO governance and assurance functions Provides capacity to develop strategic opportunities and business cases for City Deal and other Regional opportunities

	<ol style="list-style-type: none"> 8. Adheres to PMO good practice in terms of roles and practices 9. Existing post holders will be able to focus on their substantive duties of directing the programme and regional opportunities, finance, communications and business engagement 10. Enhances the business cases and secures future strategic opportunities 11. Experts cascading best practice into all City Deal projects 12. Improving the governance, assurance and strategic business case developments will lead to saving time and effort in the approval and monitoring processes 13. Co-ordination at programme level involving and supporting project level Project Managers and SROs 14. Requires less reliance on Local Authority resource to support programme governance
Drawbacks	<ol style="list-style-type: none"> 1. Utilises most of the allocated budget for PMO staffing 2. Time to recruit
Risks	<ol style="list-style-type: none"> 1. Not delivering successful programme outputs and outcomes, which could result in claw back and reputational damage 2. Delay to funding being secured due to limited resource to assurance and manage processes to conduct internal and external reviews 3. Unable to communicate effectively to all key stakeholders 4. Unable to make informed decisions based on project and programme level management information, in a timely manner 5. Lack of funding if City Deal partners withdraw or City Deal projects not approved 6. Limited capacity to prioritise other regional opportunities
Dependencies	<ol style="list-style-type: none"> 1. Approval of the SBCD JC 2. The SBCR SRO requires programme progress and risks/issues in a robust, timely and appropriate format 3. Aligned to Actica external review recommendations 4. The WG/UKG requires a level of confidence that the programme is being appropriately managed 5. Funding from key stakeholders and draw down of City Deal funds for existing posts (£50k contributions and 1.5% top slice) to run the PMO over a five-year period
Timeline	3-6 months to recruit staff.

Cost	Total staffing budget for 2020/21 £581k (comprising of Existing staff £288k and New staff £292k). There has been no draw on the top slice of government component of funding in year one and two of the programme, and as such this will be applied for five years to year seven of the programme. A funding gap is acknowledged in years six and seven, if partners fail to commit to contributions beyond year five, which it the last year of their obligated commitment.								
	Option C - Recommended Establishment								
	Position Title	Grade	FTE	Year 3 2020/21	Year 4 2021/22	Year 5 2022/23	Year 6 2023/24	Year 7 2024/25	
	SBCD Regional Programme Director	HOS1	1	125,488	127,997	130,557	133,168	135,832	
	Business Engagement Manager	K	1	56,103	57,225	58,370	59,537	60,728	
	Finance Manager	K	1	56,103	57,225	58,370	59,537	60,728	
	Communications & Marketing Officer	J	1	50,908	51,926	52,965	54,024	55,105	
	Current PMO Salary Expenditure		4	288,602	294,374	300,261	306,267	312,392	
	PMO Manager	O	1	97,846	99,803	101,799	103,835	105,912	
	Strategic Development Manager	N	1	78,120	79,682	81,276	82,901	84,559	
	Senior Programme Support Officer	H	1	41,802	42,638	43,491	44,361	45,248	
	Senior Programme Support Officer	H	1	41,802	42,638	43,491	44,361	45,248	
PMO Office Assistant	F	1	32,763	33,418	34,086	34,768	35,463		
Additional Salary Expenditure		5	292,333	298,180	304,143	310,226	316,431		
Total Salary Expenditure		9	580,935	592,553	604,405	616,493	628,822		
Agreed Staffing Budget (JC-30 July 2019)			11	591,058	616,012	640,566	0	0	
Variance			2	10,124	23,458	36,161	-616,493	-628,822	

Option D – Fully functional PMO with separate roles (Gold Standard)

Description	Recruit eight additional posts to manage a fully functional regional PMO that supports the governance, assurance and strategic development opportunities for the Region.
Option outline	Retain existing roles as detailed in Option A and recruit eight posts to oversee the PMO governance, assurance and strategic development functions. Namely, the PMO manager, Strategic Development Manager, 2 x Programme support officers and PMO assistant. <div style="text-align: center; margin: 10px 0;"> <pre> graph TD PD[Programme Director] --> PMM[PMO Manager] PD --> BEM[Business Engagement Manager] PD --> PDM[Project Development Manager] PD --> CMO[Communications and Marketing Officer] PD --> FM[Finance Manager] PMM --> SPSO[Senior Programme Support Officer] PMM --> PA[PMO assistant] PMM --> RAM[Risk and Assurance Manager] PMM --> PRM[Planning and Reporting Manager] PMM --> PAn[Programme analyst] PMM --> MBM[Monitoring and Benefits Manager] </pre> </div>
Benefits	<ol style="list-style-type: none"> 1. Goes over and above requirements for the external review recommendations 2. Will provide the highest quality assurance and governance processes 3. Maximises the likelihood of success for the City Deal projects in terms of timescales and output/outcome deliverables from a governance and assurance perspective 4. Able to make informed decisions based on project and programme level management information, in a timely manner 5. Provides maximum capacity and roles to support and manage the PMO governance and assurance functions 6. Creates capacity to prioritise other regional priorities and strategic cases

	<ol style="list-style-type: none"> 7. Provides capacity to develop strategic opportunities and business cases for City Deal and other Regional opportunities 8. Adheres to PMO gold standard in terms of roles and practices 9. Existing post holders will be able to focus on their substantive duties of directing the programme and regional opportunities, finance, communications and business engagement 10. Enhances the business cases and secures future strategic opportunities 11. Experts cascading best practice into all City Deal projects 12. Improves the governance, assurance and strategic business case developments will lead to saving time and effort in the approval and monitoring processes 13. Co-ordination at programme level involving and supporting project level Project Managers and SROs 14. Requires no reliance on Local Authority resource to support programme governance 																																																																																																																																																																																
Drawbacks	<ol style="list-style-type: none"> 1. Insufficient funding available for this proposed structure. This option would require reprofiling the non-pay and support service budgets in addition to seeking further funding. 2. Time to recruit 3. Time to on board staff 																																																																																																																																																																																
Risks	<ol style="list-style-type: none"> 1. Lack of funding if City Deal partners withdraw or City Deal projects not approved 2. Sustainability of the PMO once the City Deal funding ends 																																																																																																																																																																																
Dependencies	<ol style="list-style-type: none"> 1. Approval of the SBCD JC 2. The SBCR SRO requires programme progress and risks/issues in a robust, timely and appropriate format 3. Aligned to Actica external review recommendations 4. The WG/UKG requires a level of confidence that the programme is being appropriately managed 5. Funding from key stakeholders and draw down of City Deal funds for existing posts (£50k contributions and 1.5% top slice) to run the PMO over a five year period 																																																																																																																																																																																
Timeline	3-6 months to recruit staff.																																																																																																																																																																																
Cost	<p>Total staffing budget for 2020/21 £721k (comprising of Existing staff £288k and New staff £432k). There has been no draw on the top slice of government component of funding in year one and two of the programme, and as such this will be applied for five years to year seven of the programme. A funding gap is acknowledged in years six and seven, if partners fail to commit to contributions beyond year five, which it the last year of their obligated commitment.</p> <table border="1"> <thead> <tr> <th colspan="9">Option D - Full Establishment</th> </tr> <tr> <th rowspan="2">Position Title</th> <th rowspan="2">Grade</th> <th rowspan="2">FTE</th> <th>Year 3</th> <th>Year 4</th> <th>Year 5</th> <th>Year 6</th> <th>Year 7</th> <th></th> </tr> <tr> <th>2020/21</th> <th>2021/22</th> <th>2022/23</th> <th>2023/24</th> <th>2024/25</th> </tr> </thead> <tbody> <tr> <td>SBCD Regional Programme Director</td> <td>HOS1</td> <td>1</td> <td>125,488</td> <td>127,997</td> <td>130,557</td> <td>133,168</td> <td>135,832</td> <td></td> </tr> <tr> <td>Business Engagement Manager</td> <td>K</td> <td>1</td> <td>56,103</td> <td>57,225</td> <td>58,370</td> <td>59,537</td> <td>60,728</td> <td></td> </tr> <tr> <td>Finance Manager</td> <td>K</td> <td>1</td> <td>56,103</td> <td>57,225</td> <td>58,370</td> <td>59,537</td> <td>60,728</td> <td></td> </tr> <tr> <td>Communications & Marketing Officer</td> <td>J</td> <td>1</td> <td>50,908</td> <td>51,926</td> <td>52,965</td> <td>54,024</td> <td>55,105</td> <td></td> </tr> <tr> <td>Current PMO Salary Expenditure</td> <td></td> <td>4</td> <td>288,602</td> <td>294,374</td> <td>300,261</td> <td>306,267</td> <td>312,392</td> <td></td> </tr> <tr> <td>PMO Manager</td> <td>O</td> <td>1</td> <td>97,846</td> <td>99,803</td> <td>101,799</td> <td>103,835</td> <td>105,912</td> <td></td> </tr> <tr> <td>Strategic Development Manager</td> <td>N</td> <td>1</td> <td>78,120</td> <td>79,682</td> <td>81,276</td> <td>82,901</td> <td>84,559</td> <td></td> </tr> <tr> <td>Senior Programme Support Officer</td> <td>H</td> <td>1</td> <td>41,802</td> <td>42,638</td> <td>43,491</td> <td>44,361</td> <td>45,248</td> <td></td> </tr> <tr> <td>PMO Office Assistant</td> <td>F</td> <td>1</td> <td>32,763</td> <td>33,418</td> <td>34,086</td> <td>34,768</td> <td>35,463</td> <td></td> </tr> <tr> <td>Risk & Assurance Manager</td> <td>I</td> <td>1</td> <td>45,505</td> <td>46,416</td> <td>47,344</td> <td>48,291</td> <td>49,257</td> <td></td> </tr> <tr> <td>Planning and Reporting Manager</td> <td>I</td> <td>1</td> <td>45,505</td> <td>46,416</td> <td>47,344</td> <td>48,291</td> <td>49,257</td> <td></td> </tr> <tr> <td>Portfolio Analyst</td> <td>I</td> <td>1</td> <td>45,505</td> <td>46,416</td> <td>47,344</td> <td>48,291</td> <td>49,257</td> <td></td> </tr> <tr> <td>Monitoring and Benefits Manager</td> <td>I</td> <td>1</td> <td>45,505</td> <td>46,416</td> <td>47,344</td> <td>48,291</td> <td>49,257</td> <td></td> </tr> <tr> <td>Additional Salary Expenditure</td> <td></td> <td>8</td> <td>432,553</td> <td>441,204</td> <td>450,028</td> <td>459,028</td> <td>468,209</td> <td></td> </tr> <tr> <td>Total Salary Expenditure</td> <td></td> <td>12</td> <td>721,154</td> <td>735,578</td> <td>750,289</td> <td>765,295</td> <td>780,601</td> <td></td> </tr> <tr> <td>Agreed Staffing Budget (JC-30 July 2019)</td> <td></td> <td></td> <td>591,058</td> <td>616,012</td> <td>640,566</td> <td>0</td> <td>0</td> <td></td> </tr> <tr> <td>Variance</td> <td></td> <td></td> <td>-1</td> <td>-130,096</td> <td>-119,566</td> <td>-109,724</td> <td>-765,295</td> <td>-780,601</td> </tr> </tbody> </table>	Option D - Full Establishment									Position Title	Grade	FTE	Year 3	Year 4	Year 5	Year 6	Year 7		2020/21	2021/22	2022/23	2023/24	2024/25	SBCD Regional Programme Director	HOS1	1	125,488	127,997	130,557	133,168	135,832		Business Engagement Manager	K	1	56,103	57,225	58,370	59,537	60,728		Finance Manager	K	1	56,103	57,225	58,370	59,537	60,728		Communications & Marketing Officer	J	1	50,908	51,926	52,965	54,024	55,105		Current PMO Salary Expenditure		4	288,602	294,374	300,261	306,267	312,392		PMO Manager	O	1	97,846	99,803	101,799	103,835	105,912		Strategic Development Manager	N	1	78,120	79,682	81,276	82,901	84,559		Senior Programme Support Officer	H	1	41,802	42,638	43,491	44,361	45,248		PMO Office Assistant	F	1	32,763	33,418	34,086	34,768	35,463		Risk & Assurance Manager	I	1	45,505	46,416	47,344	48,291	49,257		Planning and Reporting Manager	I	1	45,505	46,416	47,344	48,291	49,257		Portfolio Analyst	I	1	45,505	46,416	47,344	48,291	49,257		Monitoring and Benefits Manager	I	1	45,505	46,416	47,344	48,291	49,257		Additional Salary Expenditure		8	432,553	441,204	450,028	459,028	468,209		Total Salary Expenditure		12	721,154	735,578	750,289	765,295	780,601		Agreed Staffing Budget (JC-30 July 2019)			591,058	616,012	640,566	0	0		Variance			-1	-130,096	-119,566	-109,724	-765,295	-780,601
Option D - Full Establishment																																																																																																																																																																																	
Position Title	Grade	FTE	Year 3	Year 4	Year 5	Year 6	Year 7																																																																																																																																																																										
			2020/21	2021/22	2022/23	2023/24	2024/25																																																																																																																																																																										
SBCD Regional Programme Director	HOS1	1	125,488	127,997	130,557	133,168	135,832																																																																																																																																																																										
Business Engagement Manager	K	1	56,103	57,225	58,370	59,537	60,728																																																																																																																																																																										
Finance Manager	K	1	56,103	57,225	58,370	59,537	60,728																																																																																																																																																																										
Communications & Marketing Officer	J	1	50,908	51,926	52,965	54,024	55,105																																																																																																																																																																										
Current PMO Salary Expenditure		4	288,602	294,374	300,261	306,267	312,392																																																																																																																																																																										
PMO Manager	O	1	97,846	99,803	101,799	103,835	105,912																																																																																																																																																																										
Strategic Development Manager	N	1	78,120	79,682	81,276	82,901	84,559																																																																																																																																																																										
Senior Programme Support Officer	H	1	41,802	42,638	43,491	44,361	45,248																																																																																																																																																																										
PMO Office Assistant	F	1	32,763	33,418	34,086	34,768	35,463																																																																																																																																																																										
Risk & Assurance Manager	I	1	45,505	46,416	47,344	48,291	49,257																																																																																																																																																																										
Planning and Reporting Manager	I	1	45,505	46,416	47,344	48,291	49,257																																																																																																																																																																										
Portfolio Analyst	I	1	45,505	46,416	47,344	48,291	49,257																																																																																																																																																																										
Monitoring and Benefits Manager	I	1	45,505	46,416	47,344	48,291	49,257																																																																																																																																																																										
Additional Salary Expenditure		8	432,553	441,204	450,028	459,028	468,209																																																																																																																																																																										
Total Salary Expenditure		12	721,154	735,578	750,289	765,295	780,601																																																																																																																																																																										
Agreed Staffing Budget (JC-30 July 2019)			591,058	616,012	640,566	0	0																																																																																																																																																																										
Variance			-1	-130,096	-119,566	-109,724	-765,295	-780,601																																																																																																																																																																									

Further considerations

1. The Joint Committee will need to discuss the future role and funding for the PMO beyond five years of PMO operations at suitable future date.
2. The PMO staff budget agreement is currently for a five-year period from 2020/21. To mitigate any potential financial risk of staffing beyond this period, redundancy costs will be factored into the PMO budget from any underspends. Consideration of the JC also needs to be given to partner contribution 23/24 onwards, as the current commitment is for 5 years to 2022/23.

Appendix B - SBCD PMO Proposed Job Descriptions

The roles were identified, developed and informed using the following sources/input:

- Previous experience of the Programme Director
- Feedback from key stakeholders involved in the Swansea Bay City Deal
- [The UK Government Project Delivery Capability Framework \(PDCF\)](#)
- Best practice, including other City deal regional offices

Below are the Job Descriptions and Person Specifications for the proposed new roles. Details include the purpose, key roles and responsibilities and person specification for each new role.

Programme Management Office (PMO) Manager

Anticipated grade

- TBC via job evaluation

Purpose

The PMO Manager will manage the day-to-day operations and assurance functions of the regional programme project office and team. Reporting to the Programme Director, the PMO Manager is responsible for leading the delivery of the regional Swansea Bay City Deal programme to ensure that the objectives are clearly defined and achieved within the agreed time, cost and quality constraints. The PMO Manager has a key role in project governance and working with stakeholders, to ensure the agreed project outputs are delivered to enable benefits to be realised.

The Swansea Bay City Deal (SBCD) programme has an ambitious yet realistic vision with large scale projects, working in a politically sensitive environment with often technically complex initiatives and large numbers of stakeholders. The Senior Programme Support Officer role is therefore pivotal to provide the region with appropriate strategic leadership and robust programme management and compliance practices to govern, monitor and evaluate the success of the programme. Business continuity is vital and may require the post holder to work with ambiguity and adapt to specific situations, using one's own initiative, to navigate through the complexities to satisfy or manage stakeholder expectations.

Key roles and responsibilities

1. Delivery and leadership
 - a. Lead the PMO to support the project in the delivery of Business Case benefits and outcomes. Champion the use of best practice project management standards and processes
 - b. Oversees secretariat arrangements for governance boards (directly or indirectly)
 - c. Deputise for the Programme Director
 - d. Provides expert guidance, support and insight on the programme, and acts as the source of all project management information and metrics
2. Business case
 - a. Support the Programme Director in the development of the Programme Business Case with input from specialists and stakeholders as necessary
3. Budget
 - a. Working with the Finance Manager, ensure budgets are agreed and monitored for projects and/or programmes and forecast actual costs against them.
4. Resources
 - a. Manage the PMO team and support the Project Manager in the identification, recruitment, development, deployment and reassignment of resources throughout the project lifecycle
5. Stakeholder management
 - a. Advise the project team on appropriate tools and techniques for managing stakeholder relationships. Provide assurance to the project manager on the effectiveness of stakeholder management arrangements
 - b. Manage and influence senior relationships across projects, the department and across government. Build strategic relationships with internal and external suppliers.
6. Risks and issues

- a. Establish the project processes and standards for managing risks and issues. Provide assurance to the project manager on the effectiveness of Risk and Issue management arrangements
- 7. Governance and assurance
 - a. Ensure appropriate governance is in place and arrange external reviews e.g. Gateway Reviews at appropriate points in the project lifecycle. Monitor the effectiveness of controls and ensure that recommendations from external reviews are acted upon.
- 8. Change management
 - a. Establish and implement protocols to change the scope of projects and/or programmes and update configuration documents, such as the Programme Business Case, as required
- 9. Programme performance, controls and analysis
 - a. Establish and operate project controls and programme analysis on behalf of the Programme Director, reporting on programme progress, evaluation and status to appropriate committees and bodies.
 - b. Identify common capabilities and opportunities for linking up, re-using and sharing of methods and resources between projects and programmes. Ensure learning from experience is disseminated across the organisation
 - c. Identify and categorise existing and new projects
 - d. Co-ordinate reporting from projects and provide analysis of performance
 - e. Maintain a programme delivery map and critical path to monitor progress – identifying interdependencies and opportunities across the programme
- 10. Guidance and support
 - a. Identify, develop and share best practice project management processes, tools and templates and benchmarks against industry standard. Provides direction and guidance to the project team.
- 11. Programme planning
 - a. Work with project managers to deliver the business case benefits and outcomes
 - b. Build strong networks regionally and more widely, whilst adopting and share programme management best practice
 - c. Working with all stakeholders to ensure that all aspects of the project are defined
 - d. Development and application of project procedures, tools and techniques in order to provide assurance, share key information, adopt best practice and standardise methodologies

PMO Manager Person Specification

Essential

Education/Professional qualifications

- Educated to degree level or significant relevant work experience
- Project qualification e.g. APM Project Management Qualification or PRINCE2 Practitioner

Experience

- Significant experience of leading large scale, complex projects and programmes, including the provision for planning, resource management, risk and issue management, quality management, development and application of frameworks and methodologies, business change and assurance
- Experience of providing executive leadership in a complex and political environment
- Experience of working on collaborative initiatives with multiple stakeholders
- Experience of leading a programme management office
- Experience of leading business case developments
- Experience and a proven track record of benefits management and realisation

Knowledge and skills

- Visible leadership with the ability to inspire others
- Ability to lead with influence
- Ability to facilitate conflict resolution
- Resilient when working with ambiguity
- Robust understanding and application of Portfolio, Programme and Project Management principles and practices
- Understanding of monitoring, evaluation and reporting frameworks and processes
- ICT literate, particularly with desktop applications (Word, Excel, databases) and communication platforms (Email, video conferencing and social media)

Desirable

- Experience of working in local or national government.
- An understanding of local and central government policies and structures.
- An understanding of Welsh and UK government Green Book appraisal process and OGC GatewayTM review process.
- An understanding of the Swansea Bay City Region including priorities and key stakeholders.
- Welsh language.

Programme Development Manager

Anticipated grade

- TBC via job evaluation

Purpose

The Programme Development Manager will lead and prepare business and strategic cases on behalf of the Swansea Bay City Region. The post requires a highly skilful and talented individual with a proven and successful track record of developing business cases. Ideally experienced in the Green Book five case model and qualified as an APMG Better Business Cases practitioner. Reporting directly to the Programme Director, the post holder will be required to prioritise key projects and programmes as directed, along with supporting project and programme managers through the process of developing business cases.

The Swansea Bay City Deal (SBCD) programme has an ambitious yet realistic vision with large scale projects, working in a politically sensitive environment with often technically complex initiatives and large numbers of stakeholders. The Programme Development Manager role is therefore pivotal to provide the region with appropriate strategic leadership in developing robust strategic and business cases. Business continuity is vital and may require the post holder to work with ambiguity and adapt to specific situations, using one's own initiative, to navigate through the complexities to satisfy or manage stakeholder expectations.

Key roles and responsibilities

Strategic and business case writing

- Leads the planning, development and drafting of strategic plans and business cases.
- Prepared to challenge expert input.
- Responsible for ensuring the business complies with Swansea Bay City Deal and Treasury requirements.
- Use lessons learned from similar projects to inform Business Case preparation.

Business case support

- Provide guidance and support to project teams and subject matter experts on the requirements to develop Business Cases, using City Deal templates and the HMT 5 case model. This will require the development of specific templates aligned to business need

Business case governance

- Oversee robust Business Case governance and presenting rationales to senior managers and project governance committees.

Strategic perspectives

- Feed regional factors into comprehensive business cases developments, ensuring a clear rationale for preferred options/s and interconnectivities with other projects and initiatives

Configuration management

- Adopt configuration management techniques to ensure that the Business Case retains validity throughout the project lifecycle, updating project sponsors as required

Benefits

- Leads engagement with stakeholders to identify, define and quantify benefits, negotiating with stakeholders to agree the key benefits, and work with senior sponsors to ensure the expectations of their needs are articulated and met.

Stakeholder Management

- Manage and engage with key stakeholders to support the production of Business Cases and ensure linkage with benefits realisation.

Programme Development Manager Person Specification

Essential

Education/Professional qualifications

- Educated to degree level or significant relevant work experience
- Business Case and Project qualifications e.g. APMG Better Business Cases Practitioner and APM Project Management Qualification/PRINCE2 Practitioner

Experience

- Experience developing Business Cases for large scale, complex projects and programmes
- Experience of providing executive leadership and guidance in a complex and political environment
- Experience of working on collaborative initiatives with multiple stakeholders
- Experience of governance processes to manage risks, issues and maximise benefits.

Knowledge and skills

- A robust understanding of the Treasury Green Book appraisal process and OGC Gateway™ review process.
- Effective leadership, interpersonal and communication skills
- Ability to influence and collaborate to a common purpose
- Ability to work in ambiguity and challenge where appropriate
- Ability to provide innovative solutions through credible action to overcome complex problems
- Robust understanding and application of Portfolio, Programme and Project Management principles and practices

Desirable

- Experience of working in local or national government.
- An understanding of local and central government policies and structures.
- An understanding of the Swansea Bay City Region including priorities and key stakeholders.
- Welsh language.

Senior Programme Support Officer

Anticipated grade

- TBC via job evaluation

Purpose of the post

The role of the Senior Programme Support Officer covers a diverse range of activities to support the delivery of the Swansea Bay City Deal (SBCD) programme objectives. Reporting to the PMO Manager, the role enables the smooth running of the programme by supporting the Programme Director, Project Managers and governance committees through the operation of project management processes and the co-ordination of business management actions and activities on their behalf.

The SBCD programme has an ambitious yet realistic vision with large scale projects, working in a politically sensitive environment with often technically complex initiatives and large numbers of stakeholders. The Senior Programme Support Officer role is therefore pivotal to provide the region with appropriate and standardised procedures and methodologies along with robust approaches to ensure effective communications and engagement. Business continuity is therefore vital and may require the post holder to adapt to specific situations, using one's own initiative, to navigate through the complexities to satisfy or manage stakeholder expectations.

Key roles and responsibilities

12. Planning and scheduling

- Ensure systems are in place to enable effective planning and scheduling of the programme deliverables.
- Contribute to the development and delivery of the SBCD vision and key PMO documents and processes such as the Programme Business Case, Implementation Plan, Monitoring and Evaluation Plan, Integrated Assurance and Approval Plan, Stage Gate reviews and Project Business Cases.
- Oversee specified projects as required to support the Programme Director and SBCD governance committees, including proposal development, events and research.

13. Monitoring and reporting

- Manage project controls and reporting to the PMO and governance committees.
- Prepare reports for the Joint Committee, Programme Board, Economic Strategy Board, sponsoring Governments, partners and key stakeholders.
- Develop programme performance reports to support the monitoring, evaluation and assurance of the SBCD programme.

14. Administration

- Ensure PMO tasks are carried out efficiently.
- Provide executive support to the co-ordination of governance committees for the SBCD and be responsible for the co-ordination and quality of key documents and processes.
- Manage compliance of the project aligned to health and safety, equality and diversity, business continuity and business planning.
- Work closely with the support services functions of the local authorities (e.g. finance, HR, legal, auditing, etc) to meet the needs of the PMO.
- Demonstrating the highest standards of professional behaviours and values.
- Deputise for the PMO Manager

15. Resources

- a. Lead teams responsible for identifying, developing and deploying resources. Manage workforce planning, providing information for effective decision making to the Programme Director, PMO Manager or Project Manager.
- b. Procurement of PMO supplies and services related to project support within the delegated financial authority limits.

16. Stakeholder

- a. Manage and engage with a wide range of internal and external stakeholders. Draft and sign-off correspondence.
- b. Work collaboratively with external bodies seeking to engage with the SBCD, including key Welsh Government and UK Government officers, Local Authorities, businesses, networks and community groups
- c. Act as an advocate for the SBCD and the region.

17. Risks and issues

- a. Lead potential risk areas, working with the PMO Manager and escalating as appropriate

Senior Programme Support Officer Person Specification

Essential

Education/Professional qualifications

- Educated to degree level or significant relevant work experience
- Project qualification e.g. APM Project Management Qualification or PRINCE2 Practitioner

Experience

- Experience of working on large scale, complex projects and programmes
- Experience of providing executive support in a complex and political environment
- Experience of working on collaborative initiatives with multiple stakeholders
- Experience of working within a programme management office environment

Knowledge and skills

- Effective leadership, interpersonal and communication skills
- Robust understanding and application of Portfolio, Programme and Project Management principles and practices
- Understanding of monitoring, evaluation and reporting frameworks and processes
- ICT literate, particularly with desktop applications (Word, Excel, databases) and communication platforms (Email, video conferencing and social media)

Desirable

- Experience of working in local or national government.
- An understanding of local and central government policies and structures.
- An understanding of Welsh and UK government Green Book appraisal process and OGC GatewayTM review process.
- An understanding of the Swansea Bay City Region including priorities and key stakeholders.
- Welsh language.

PMO Assistant

Anticipated grade

- TBC via job evaluation

Purpose of the post

The role of the PMO Assistant is to be the central point of contact for the Swansea Bay City Deal (SBCD) PMO and to ensure it is a highly effective in supporting the delivery of the programme. The role will report directly to the PMO Manager and require supporting the project management team with the operation of the regional PMO by controlling documents, facilitating communication and collecting data to meet reporting requirements. The SBCD programme has an ambitious yet realistic vision with large scale projects, working in a politically sensitive environment with often technically complex initiatives and large numbers of stakeholders. The PMO assistant is therefore pivotal to provide the region with appropriate and standardised procedures and methodologies along with robust approaches to ensure effective communications and engagement. Business continuity is therefore vital and may require the post holder to adapt to specific situations, using one's own initiative, to navigate through the complexities to satisfy or manage stakeholder expectations.

Key roles and responsibilities

PMO administration

- Assist the Programme Manager in the co-ordination of the functional running of the regional PMO.
- Administer the PMO Director and Managers diaries and take minutes for meetings as appropriate
- Administer and co-ordinate team meetings, schedules, governance meetings and committees.
- Making sure that activity is progressed to meet tight deadlines and of a requisite standard.
- Track programme actions and activity on behalf of the PMO from meetings, resolution of risks, issues and dependencies.
- Assist the PMO Director and Manager in staff and people management.
- Financial administrative tasks such as placing orders and ensuring invoices are paid.
- Provide ad hoc support to other PMO team members, as required.

Document management

- Establish and maintain the electronic and physical filing system.
- Manage and control documents, such as templates, meeting minutes, reports, plans and schedules.
- Ensure the latest versions are available for use by the PMO team members.
- Manage the office document management system to keep the content organised and user friendly.

Organising event and training

- Co-ordinate the logistics and arrangements to host City Deal related events and engagement activity.

- Co-ordinate and schedule training sessions to advance the skills and capabilities of project teams and educate regional stakeholders about processes for the regional PMO.

Communication

- Provide effective communications with all internal and external stakeholders.
- Distribute information to programme team members and SBCD stakeholders, including Local Government leaders, Chief Executives, industry leaders and Welsh and UK Government officials.
- Liaise where appropriate with the programme leads to obtain or provide information.

Reporting

- Support the creation and distribution of key reports.
- Responsible for collecting data from computer systems, updating reports and releasing information to meet schedules.

PMO Assistant Person Specification

Essential

Education/Professional qualifications

- Educated to degree level or significant relevant work experience

Experience

- Experience of working in an administration or junior project management role, preferably as part of a strongly business focused programme or PMO.
- Experience of working in a matrix management environment.
- Experience of developing successful working relationships with a wide range of stakeholders and organisations, including contact with executive team members.
- Experience of providing administrative support in a complex and political environment.

Knowledge and skills

- Good organisational and planning skills.
- High level of self-motivation and able to work as part of a team.
- Understanding of Portfolio, Programme and Project Management principles and practices.
- Excellent communication (verbal, written and listening) skills.
- Consistently delivers to agreed deadlines, delegating tasks where required.
- Numerate and able to distil key messages from large amounts of data quickly
- ICT literate, particularly with desktop applications (Word, Excel, databases) and communication platforms (Email, video conferencing and social media)

Desirable

- Experience of working in local or national government.
- An understanding of local and central government policies and structures.
- An understanding of the Swansea Bay City Region including priorities and key stakeholders.
- Welsh language.