

Role Profile

Part A Grade & Structure Information

Job Family	Leadership	Role Title	Portfolio Lead
Grade	PS14	Reports to (role title)	Head of Portfolios
		Directorate	Transformation, Partnerships & Prosperity
		Service	Transformation
JE Band	735-879	Team	Transformation Support Unit
		Date Role Profile was created	Nov-19

Part B Role Summary and Purpose

Generic purpose	Contribute to collective leadership of the council, working collaboratively with members, services across the council, partners and stakeholders to deliver the council's objectives and priorities. Model and embed the council's values and behaviours, helping to achieve our commitment to be an outstanding council delivering great value for its residents and businesses.
Specific purpose	<p>Manage significant programmes of work, providing professional expertise and helping to develop and embed a culture of continuous improvement and innovation.</p> <p>Deliver a portfolio of operationally important projects/contracts through managing teams to deliver a professional service within the overall business plan.</p>

Part C Accountabilities and Impact

Strategy development	<p>Work with colleagues and the Head of Service to contribute ideas for the development of directorate/organisational strategy to help the council deliver its objectives and meet its future challenges.</p> <p>Play a key role in the formulation of longer term plans for the service area to fit broader functional and organisational strategy.</p>
Service delivery	<p>Lead, manage and motivate a multi-skilled professional workforce to deliver a large work programme on time, with identified resources and within agreed budget.</p> <p>Lead the development and delivery of improvement and innovation programmes within area of responsibility, effectively using the available resources and bringing together multi-disciplinary teams to deliver transformative projects.</p>
Problem solving, analysis and reporting	<p>Monitor performance in relation to areas of responsibility and provide regular reports to senior managers, other stakeholders, and the wider professional network, enabling the services to operate at optimum performance levels.</p> <p>Select</p>
Planning and organising	<p>As service lead on business planning, work with colleagues to ensure that annual and medium term plans are drawn up, linked to corporate priorities and local service budgets, and that arrangements are in place to monitor actual performance against these plans.</p> <p>Develop, consult on and implement policies and procedures within a specialist area and translate policy into operational plans to secure effective service provision and continuous improvement.</p>
Knowledge management	<p>Keep informed about changing local and national policy and practice issues and ensure practice within area of responsibility is compliant with national and local standards and requirements.</p>

Knowledge management	Communicate understanding of a specialist area of expertise and build positive relationships with key stakeholders, influencing their decisions, to support continuous improvement.
Finance/resource management	Manage and monitor delegated budgets and resources to ensure value for money and that services are delivered/commissioned within the available budget. Ensure effective financial reporting within the wider governance and reporting arrangements. Manage and monitor delegated budgets and resources to ensure value for money and that services are delivered/commissioned within the available budget. Ensure effective financial reporting within the wider governance and reporting arrangements.
Work with others/Partnership working	Represent the senior officer at relevant meetings and negotiations both internally and externally with other stakeholders and/or contractors, and advise and guide others in area of expertise. Actively build relationships and partnerships with colleagues and external partners that promote sustainable service improvements and build organisational capacity, resources and resilience.
People management	Provide professional leadership to the team, strengthening skills and competence and fostering a strong culture of standards, performance and accountability. Oversee the activity of senior practitioners on a matrix management basis through regular group and individual supervision meetings and provide professional leadership around workforce development issues.
Change management	Champion and manage organisational change within area of responsibility to build an environment that engages staff to design innovative and creative strategies to achieve individual, service and organisational goals. Promote, enable and support innovation, manage risk-taking and performance management to enable continuous service improvement.
Generic accountabilities	<p>On call: Be available to work on call if required to support the council when needed to maintain key service delivery and in the event of a serious incident.</p> <p>Networked senior leadership: Work in a collaborative, networked approach in leadership at senior level to secure high performance in day to day delivery, whilst also using the scale of the organisation to secure the most effective new ways of working.</p> <p>Health, safety and welfare and compliance: Ensure maintenance of high standards of health, safety and welfare at work and take reasonable care of the health and safety of themselves and others. Ensure legal, regulatory and policy compliance within area of responsibility and that effective systems operate to manage performance and risk.</p> <p>Equality and diversity: Work inclusively, with a diverse range of stakeholders and provide leadership on equality issues to promote equality of opportunity. Coach, encourage and support staff to promote a learning culture that supports excellent standards of service, innovation, partnerships and continuous improvement.</p>
Local context and key deliverables	To deliver business benefit by establishing, developing and delivering a viable portfolio of programmes and projects which have high stakeholder management & delivery complexity. The role will work within our Transformation support unit and will be responsible for a team of project managers working on a wide range of council change priorities. Although primarily working from County Hall in Kingston the role will require the role holder to travel throughout the county and should expect to work at other council sites as directed by the projects/programmes. This is a senior role and will be required to work at strategic level representing at senior board level and influencing the direction of the council.

Financial direct control	This role will have in the region of 10 project managers and additional support resources reporting directly to them and will have an operational budget of up to £1m
Financial indirect influence	The role holder will be responsible for programme and portfolio's of work and could be overseeing a combined project budget of in excess of £25m.
Line management	Teams totalling up to 50 Management of project teams of varying sizes

Part D Person Specification

Education, knowledge, skills & abilities, and experience	<p>Education, Training and Work Qualifications</p> <ul style="list-style-type: none"> • Degree or equivalent level qualification or demonstrable intellectual ability of a high order. • Relevant professional qualification or ability to demonstrate knowledge of a relevant functional area to a comparable level. • Evidence of continued professional, managerial and personal development. <p>Knowledge</p> <ul style="list-style-type: none"> • Understanding of the issues facing local government and the wider economy and how they impact relevant service areas. • Up to date professional knowledge base of the key areas relevant to the role. <p>Skills and abilities</p> <ul style="list-style-type: none"> • Ability to balance policy development with effective operational management. • Ability to deploy advanced skills to inspire, motivate, coach and develop team members to high levels of performance. • Ability to use a networking and collaborative approach and effective written and verbal communication to influence and engage others effectively. • An ability to apply effective programme and project management. • Proven ability to manage and deliver change programmes. • Excellent analytical thinker able to apply evaluative judgement and provide practical and creative solutions. • Proven ability to manage and monitor budgets and other resources in line with policies and procedures. • Ability to understand and anticipate customer needs and respond accordingly. • Proven ability to assess risks and benefits and respond appropriately. • High levels of IT literacy. • High professional and personal standards with probity and integrity. • Commitment to Surrey County Council's values and equal opportunity policy. <p>Relevant experience</p> <ul style="list-style-type: none"> • Experience working as a senior manager with a strong track record of delivering service improvements and managing change in a complex environment. • Wide experience of successful leading, motivating, coaching, mentoring and developing staff. • Demonstrable experience of building and sustaining highly effective relationships and networks that have enabled the delivery of services and programmes across organisational and professional boundaries.
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Details of the specific qualifications and/or experience/skills if required for the role in line with the above description

- Works effectively across multiple Senior Stakeholders in differing divisions and support functions (i.e. HR, Social Care, Highways etc.)
- Be able to work in projects where there is limited or unknown business capability, risk and outcome.
- Ability to report on complex issues to senior stakeholders and boards
- Strong skills in identifying and realising project benefits and establishing benefit ownership
- Manage multiple complex 3rd Parties where it can be often in new sectors or product design
- Experience in managing complex and sensitive negotiation of contracts and deployment.
- Good awareness of the politics and business change taking place across the organisations that could impact the Portfolio/Programme or Project.
- An awareness of key industry changes and impacts on the portfolio/programme/project
- Strong leadership and coaching experinece in project/programme management teams environment.
- Ability to generates a culture of success and collective sense of ownership of the overall programme/portfolio outcome. Provides focal point for all responsible project activity
- Has a proactive approach and looks ahead for potential problems taking preventative or mitigating action in advance.
- Knowledge of risk trade off options and their impact on project succes

