

**Black Country Consortium**  
**Programme Management Office**  
**Terms of Reference**

The purpose of this document is to provide a high level definition of the scope, role and responsibility of the BCC Ltd Programme Management Office (PMO).

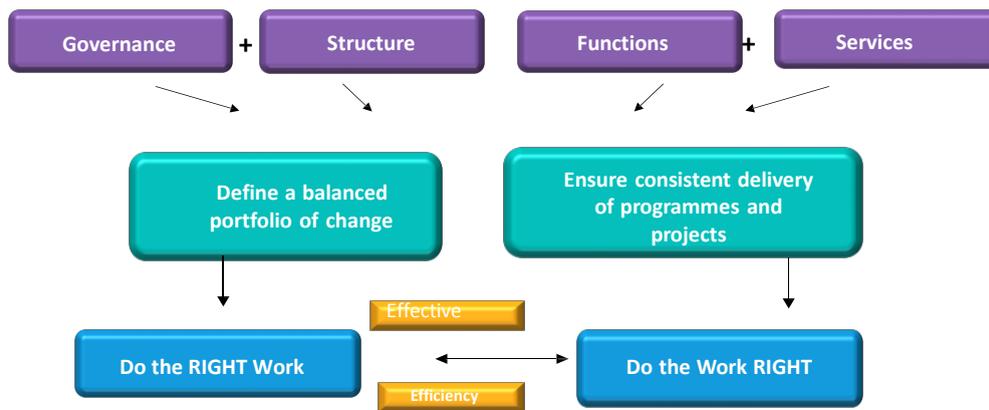
According to the OGC, the definition of a Portfolio Management Office provides a clear definition of the role to be performed by the BCC Ltd PMO:

*“An office which is established centrally to manage the investment process, strategic alignment, prioritisation and selection, progress tracking and monitoring, optimisation and benefits achieved by an organisations projects and programmes on behalf of senior management.”*

**Portfolio, Programme and Project (P3):**

P3(O) refers to the collaboration of the Portfolio, Programme and Project office functions, to build joined-up processes for establishing, developing and maintaining appropriate business support structures.

It brings together Office of Government Commerce (OGC) best practice in PRINCE2, MSP, MoR and Portfolio Management; so is the latest and best industry standard for a support office.



The PMO therefore:

- Helps BCC Ltd and its partners deliver strategic objectives
- Provides a service to the wider BCC Ltd organisation and its partners. The service being subject matter expertise in best practice P3 management.
- Will institutionalise P3 ‘Best Practice’ within BCC Ltd and across its partners
- Will help integrate and align P3 with business operations in order to support BCC Ltd and its partners in successfully accomplishing its strategic objectives.
- Exists to mentor, coach, train and support those given responsibility to deliver projects within BCC Ltd and across its partners.
- Exists as an innovative and proactive change agent and a champion of clear transparent project status reporting.

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## **PMO Objectives**

The P M O is committed to continuously and critically examining PMO practices, review them against current priorities and implementing changes where required to ensure the PMO manifests itself as an innovative and proactive change agent within BCC Ltd.

It will:

- Provide appropriate visibility of proposed and inflight projects to the Black Country LEP (BC LEP) Funding Sub Group, BC LEP Board, Black Country Joint Committee (BCJC) and various sub committees to enable them to make informed investment decisions thereby creating the right project mix (e.g. strategic, infrastructure)
- Ensure that projects are appropriately prioritised, aligned with strategic objectives and project teams are supported throughout the delivery
- Provide monthly project progress management information required for the BC LEP Board, BCJC and its sub-committees, ensuring that reporting is available to enable the review of the ongoing performance of the various programmes against the SEP, and the production of ad hoc reports as requested, escalating potential risks and issues accordingly
- Become the source of Project & Programme Management tools and excellence
- Facilitate a culture of learning through training and support to practitioners
- Become the Centre of Excellence for project management that embodies best practices
- Enable alignment with governmental assurance best practice
- Act as a consultancy and advisory service to the project management community across the Black Country

## **Project Success**

The PMO mission is:

***To provide the tools, processes and support necessary to empower the BC LEP and its partners to do the RIGHT WORK and the WORK RIGHT***

With this mission in mind, the PMO considers a project to be a complete **success** when the following are true:

- The pre-defined objectives and outputs / outcomes are either achieved or exceeded
- The defined Project Management Methodology is implemented appropriately and utilised correctly
- Project delivery is completed on or below schedule and financial targets

However, it is to be noted that the BC LEP Board have the ultimate authority to determine project success and sign off whether the project has delivered appropriate value for money.

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**PMO Staffing**

The current staffing for the PMO includes:

- Delivery Consultant
- PMO Manager
- PMO Analyst x 3

Detailed Job Descriptions have been created for these roles.

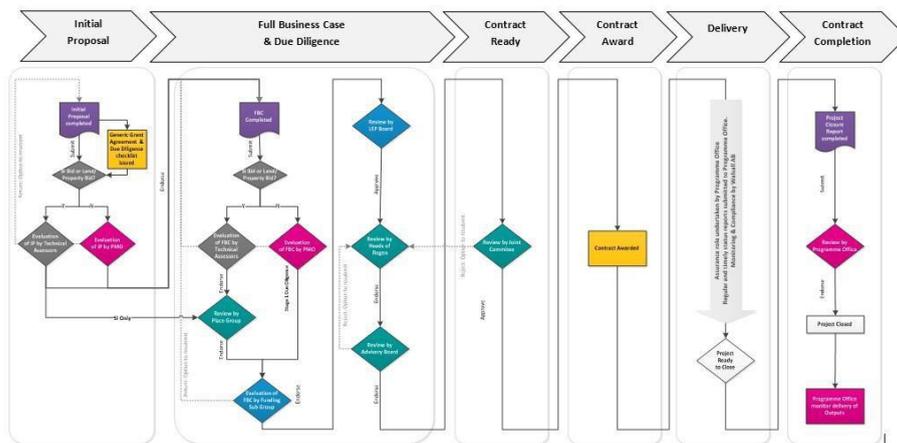
BCC Ltd works in partnership as part of Team Black Country. Partners will provide Project Managers and subject matter expert resources as part of a wider virtual team.

**Programme Methodology**

Projects must be assessed, approved, planned, managed and closed using a consistent methodology. The PMO is therefore responsible for defining a best practice approach that must include:

- Develop practical consistent methodology based on current approach and best practice
- Methodology to include a Stage Gate based lifecycle with supporting document templates
- Define governance structure; including prioritisation & selection model, approval process, escalation mechanisms for inflight projects as well as change request process
- Definitions of roles and responsibilities of the PMO
- Define project reporting requirements
- Define escalation process for risks, issues & exceptions

The PMO has supported in defining a practical fit for purpose project management methodology based on best practice. The overview of the project lifecycle methodology is illustrated below:



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### **Programme Software Tools**

The methodology determines the information required at each stage of the project lifecycle. Software tools will enable efficient management of data and collaboration. The Project Management Information System (PMIS) deployed by BCC Ltd PMO is Verto.

Verto is a web-based tool used to track all Black Country Growth Deal and Land and Property Investment Fund Project activity and is the central store for project information. Projects once approved by the LEP Board are entered into Verto and assigned an individual project number. Project Managers have access to Verto and are responsible for ensuring that all information is up to date and accurate in line with submission of fortnightly project status reports to the PMO.

### **Project Management Training & Mentoring**

The PMO will provide training and mentoring to Project Managers, Sponsors and team members from Team Black Country to ensure that the project methodology and supporting PMIS is fully understood and used. The PMO will enable Team Black Country to establish and develop project management as a core competency.

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