



Role profile

Role title	Head of Change and Portfolio Management
Corporate directorate	Customer & Support Services
Service	People & Change – Innovation & Digital
Grade	7
Reports to (role title)	Chief People Officer
Version	1
JE code	9402
Pension Scheme	LGPS

Approving manager	Marie Kerr
Date	08/01/25

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Role purpose

To play a pivotal role in driving the transformation of services across the Council through holding the architecture for managing the Council's portfolio of project and programmes. This strategic role is designed to combine the management of a diverse portfolio of projects ensuring alignment with the Council's strategic goals with an effective and clear approach to change, benefits management and business analysis. The post holder will oversee the management of the Council We Need Board, providing high quality analysis and reporting, whilst holding strong relationships with Board members. The post holder will also line manage the portfolio manager responsible for council transformation.

The post holder will have a critical role in holding strong relationships with SROs and Portfolio Management and will ensure that there is organisational confidence in the delivery of the change portfolio.

The role holder will provide high level leadership and expert advice on organisational change, performance improvement and transformation projects. They will foster a culture of continuous improvement and build change management capability in line with the Council's change playbook, that they will also be responsible for.

By working in close partnership with portfolio managers, the post holder will monitor and assure the delivery of projects and support the management of project risks, ensuring that resource is aligned with prioritised plans. The post holder will lead a high-quality reporting function, ensuring that senior leaders and members are able to access the right information on the performance of the change portfolio and associated savings or benefits delivery.

The post holder will need outstanding stakeholder management skills and be able to lead complex work across a matrixed environment. They will need to communicate transparently and build the trust and confidence of relevant stakeholders. The post-holder will work closely with business planning and finance colleagues and the Deputy Chief Operating Officer and Chief Digital Officer to ensure that work is effectively planned out and resourced appropriately.

The post holder will also be an excellent leader of people, able to act as a head of profession for Change bringing together change professionals to build capability as well as building organisational change capability. They will need to promote a culture of cross-functional collaboration, knowledge sharing and continuous professional development.

Dimensions

Annual financial accountability

The role holder will not have direct financial accountability but will provide assurance over a council savings portfolio of c. £55m.
Staffing budget of c. £2m.

Management accountability

The role holder currently will have responsibility for the whole Programmes and Change Team and will have direct management of a small team as well as lined management of Grade 6 Portfolio managers, Grade 6 Team Lead, G6 PMO Lead and their associated team. The change delivery model is currently under review, and the post holder will take a leading role in determining the Council's portfolio structure and supporting the Chief People Officer, Chief Operating Officer and Deputy Chief Operating Officer in advising the Council We Need Board on the right change delivery model going forwards.

Accountabilities

Cornwall Council is a dynamic organisation and the particular duties and accountabilities may vary from time to time without changing the general character of the role or the level of responsibility entailed. Individual objectives will be agreed via the PDS appraisal process

- Leadership of the Council's transformation portfolio, supporting the Chief People Officer and Deputy COO in brokering with the Council We Need Board a medium-long term view of the Council's transformation agenda.
- Be the Head of Profession for change. Owning the Change Playbook and ensuring that the Service Delivery model and performance of the portfolio is consistent with the Change Playbook.
- To ensure that the PMO is providing high quality accurate assurance and governance and attend Council We Need Board to present the overall portfolio.
- Member of the CPO SLT as part of the leadership team providing assurance over the portfolio and delivery planning across CBO services in support of the transformation portfolio.
- Provide line management to the Change Delivery lead, ensuring that the whole transformation portfolio is well planned and resourced.
- Collaborate with the head of Business Planning and Performance to build a joined-up approach to portfolio management with performance management, informing an improved whole council view.
- Working closely with Head of Service for Business Planning and Performance and Head of Service for Finance to ensure a robust approach to financial planning based on the transformation portfolio, including use of reserve or other transformation funding pots is allocated and forecast effectively.
- Secretariat the Council We Need Board and attending the Board providing independent scrutiny over the performance of the Board. Be a member of new governance groups, being a voting member on prioritisation of allocation of transformation resources.
- Build new capabilities into the PMO, including benefits management and working with existing programmes to further develop the target operating model in terms of determining approaches to Continuous Improvement, Business Analysis.
- Providing challenge and scrutiny over the transformation portfolio to ensure that transformation resources and capacity is targeted towards outcome delivery plans, balancing this with managing the Council's financial planning.

- Own the Council's Change playbook and ensure that governance and practice is operating in line with it.
- Be the head of profession, ensuring that across the change landscape the portfolio is being well managed. Having challenging conversations with SROs where required and taking an active role in brokering effective prioritisation through facilitating and informing senior governance groups.
- To work with Council We Need Board to understand the totality of transformation funding across the Council including from grants, capital and revenue funding. Support CWN Board to have assurance that the portfolio is deliverable and that the organisation has sufficient capacity to deliver.
- Ensure that the Council's PMO is confident and able to assure all major projects and programmes.
- Take responsibility for assuring the quality of project discovery and project initiation documents, working with professionals and SROs to build capability and ensure that projects and programmes are set up to deliver the right things.
- Inform Business Planning and Directorate Planning through holding the transformation budget and making recommendations on its allocation. Ensure that any subsequent comprehensive spending review or changes resulting from a change in administration are part of the portfolio.
- Lead the PMO team responsible for benefits management
- Ensure that the future Change delivery model is operating effectively to deliver the right level of support and assurance/governance to the organisation. Review regularly and be accountable for its success.
- Work closely with Portfolio Managers and SROs to have a deep understanding of the total portfolio to be able to ensure that the totality of the risk and delivery ambition is well managed and understood. Resolve conflicts and tensions where required and prepare senior managers for scrutiny at Council We Need Board.
- Be the Head of Profession for Change and Project Management, horizon scanning and ensuring that Council practice is consistent. Be visible in national communities of practice.
- Provide strategic leadership to the Change and Project delivery profession (not including Capital), ensuring that all employees are able to manage change and embrace it. Bring new perspectives to the Council.
- Lead the team responsible for learning, skills and talent management of change and project professionals.
- Lead the Hub team, providing line management to the PMO manager and Change Delivery Manager. Be Head of Profession building capability across the Council. Take recruitment decisions on senior project and programme managers.
- Ensure that the whole portfolio is agreed and well managed, including interfaces with wider CASS services supporting the Chief People Officer/Deputy COO and Chief Digital Officer to manage the integration of work. Represent deep knowledge of the overall portfolio to facilitate decision making at the right level.
- Drive implementation of the Change Playbook through enabling CDT and Council We Need Board to agree the Council's change priorities.

- Hold the Council Portfolio to the Target Operating Model, ensuring that the collective direction of the portfolio is consistent.
- Be an active member of the Extended Leadership Group and CASS extended Leadership Team using this forum to build leadership and management capability on change.
- Responsible for the transformation funding pot, and reporting against benefits delivery. Management of the Service Budget.
- Ensure that benefits management is integrated with financial planning and that the portfolio is accurately reporting confidence in benefits delivery including non-financial benefits.
- Manage the service budget, ensuring that financial stability over change is managed including appropriate access to the invest to save pot and allocation of resource to the right areas of priority across the portfolio.
- To manage the overall investment in transformation funding
- Work with portfolio managers to address the current balance of core and project funded budget in order to increase the agility and flexibility of available resource to target the activities which add the most value to the organisation.

Corporate accountabilities

Information security and governance

Manage information in line with the Council's policies, procedures and guidance on subjects such as Data Protection, Freedom of Information, confidentiality, information security and sharing, the information lifecycle and data quality, to ensure compliance and efficient and effective information governance.

Safeguarding

Maintain awareness of Council policies and practices regarding the safeguarding of children, young people and/ or adults who may be at risk. Report concerns/ allegations in accordance with corporate guidance and procedures

Equality & Diversity

Work to eliminate unlawful discrimination, harassment and victimisation and report incidents as they occur. Treat everyone with dignity and respect and ensure individual's needs are met. Challenge inappropriate behaviour and language constructively, advising on alternatives so the opportunity for change can be considered.

Customer Experience

Drive to continually improve customer satisfaction and maintain a clear and consistent focus on delivering outstanding customer experience.

Health, Safety and Wellbeing

Proactively manage health and safety risks and lead on the creation of a positive health and safety culture to safeguard the health, safety and wellbeing of yourself and others. Understand your health and safety responsibilities and lead on compliance with council policy and procedures.

Competencies and other requirements

We use the following criteria below to assess your suitability for the role; please refer to the recruitment & selection column to establish at which stage the criteria are

assessed. Requirements assessed at the 'Application' stage represent the minimum essential requirement for shortlisting purposes.

Behaviours	Recruitment and selection
Working together You understand and focus on customer satisfaction and work well with colleagues and partners. • You deliver exceptional customer service – you understand and are attentive to the needs of your customers • You listen to the views of others and seek them out • You support and show consideration for others • You work well with colleagues and partners and acknowledge the different ideas, perspectives and backgrounds of others • You are committed to the protection and safeguarding of children, young people and vulnerable adults • You share information and expertise with others • You are honest, you respect and you build relationships of trust • You share your achievements and acknowledge the achievements of others	
Resourceful You apply expertise, solve problems and make improvements to deliver the best possible customer outcomes. • You plan and organise your work and manage your time effectively • You gather relevant information, analyse it and make timely informed decisions in the course of your work • You are flexible and adaptable • You respond constructively to change • You demonstrate financial awareness relevant to the job you do • You use your initiative and are creative in problem solving • You deliver results and demonstrate commitment to serving customers	
Personal responsibility You take responsibility for your work, your environment and your development. • You are trustworthy and reliable • You pay attention to your own health, safety and wellbeing and that of others • You acknowledge errors, report them as appropriate and play your part in addressing them • You appropriately challenge unhelpful behaviour • You seek feedback and review your own contribution	

- You are open to change and improvement - You take responsibility for your development - You are enthusiastic about and take pride in your work - You act as an ambassador for the Council to our customers	
Engaging leadership You create a healthy and engaging working environment by building trusting and supportive relationships, encouraging development, recognising achievement and tackling underperformance. - You give clear direction, you delegate appropriately and you provide a supportive environment in which team members can learn, grow and take responsibility - You take opportunities to influence and contribute to strategic planning and development - You help your team to understand how their work contributes to delivering the Customer Service Promise and what the Council is trying to achieve - You create opportunities to interact personally with all members of your team, you actively encourage team members to share their views and concerns and you give feedback on the outcome - You take time to understand the strengths of your team and you encourage and support their development - You coach your team to fulfil their potential and recognise individual and team achievements - You identify and effectively address your responsibilities for customers, people, finance, performance and change management	

Knowledge, skills & experience	Recruitment and selection
Qualified or suitable equitable experience leading large scale organisation spanning programmes or projects with an understanding of change management.	
Experience leading a high-quality Portfolio Management Office with the ability to build high performing teams.	
Outstanding stakeholder skills, able to lead and influence colleagues at all levels – able to work confidently in a matrixed environment and able to delivery through others.	
Strong financial acumen, able to hold and manage a transformation budget and work across the council to manage a large savings portfolio building strong	

Other requirements	Recruitment and selection
This position is subject to a criminal records disclosure check	YES NO
This is a politically restricted position	YES NO