

Position/s Description

Program Lead – Enterprise Portfolio Management Office (EPMO) (POSXXX)

Directorate Department	OCEO Strategic Portfolio
Reports to	Head of Enterprise Optimisation
Number of Direct Reports	1
Position Grade	16
Employment Type	Permanent – Full Time
Primary Location	Civic Place
Date Approved	2026

Our Culture

We believe in the future of Liverpool and that our future is best described in the Community Strategic Plan (CSP).

We're a connected team with a shared purpose, determined to get the best results on the things that matter most for our community and people. We live our culture with a mindset of "A better way – every day."

WORKING TOGETHER



COMMUNITY FOCUS



ACCOUNTABILITY



GROWTH & DEVELOPMENT



INNOVATION



Intent and Primary Purpose of the Position/s

The Program Lead – Enterprise Portfolio Management Office (EPMO) is responsible for establishing, operating and continuously improving Council's Enterprise Portfolio Management Office, ensuring strategic initiatives are effectively governed, coordinated, monitored and delivered.

The role provides enterprise portfolio leadership across complex transformation, infrastructure, service improvement and strategic initiatives by implementing fit-for-purpose governance, integrated portfolio planning, delivery assurance, benefits management and executive reporting.

Working closely with the Head of Enterprise Optimisation, Executive Leadership Team, Directors and Program Sponsors, the Program Lead enables informed decision-making through transparent portfolio reporting, robust governance, proactive management of enterprise risks, issues and dependencies, and effective stakeholder engagement.

The role is instrumental in embedding contemporary portfolio management practices that improve delivery certainty, organisational capability and strategic outcomes across Council.

Position Outcomes and Accountabilities	
Outcomes Delivered	Performance Standard
Portfolio Governance improves enterprise integration and accountability	Governance forums, reporting cycles and portfolio controls operate consistently across strategic initiatives: • Develop portfolio governance frameworks • Coordinate Executive Steering Committees and governance forums • Prepare governance papers and decision-making material • Maintain governance calendars • Monitor governance actions and decisions • Coordinate stage gate and delivery assurance reviews
Enterprise Portfolio Management improves executive decision making	Integrated master schedules, dependencies and delivery roadmaps provide visibility across Council's strategic initiatives: • Establish and operate Council's Enterprise Portfolio Management Office (EPMO) • Develop and maintain Council's integrated enterprise portfolio roadmap • Develop enterprise master schedules across strategic initiatives • Manage interdependencies across programs and projects • Support portfolio prioritisation and sequencing • Recommend portfolio optimisation opportunities
Portfolio performance is visible	Executive dashboards and portfolio reporting provide timely, accurate insights into delivery performance: • Develop Executive dashboards • Prepare portfolio reporting for Executive Leadership Team • Analyse portfolio performance trends • Forecast delivery confidence • Monitor key delivery metrics • Produce strategic portfolio insights and recommendations
Benefits are realised	Benefits are identified, modelled, tracked and reported throughout the initiative lifecycle: • Develop Benefits Realisation Frameworks • Facilitate Benefits Identification Workshops

Position Outcomes and Accountabilities	
Outcomes Delivered	Performance Standard
	• Maintain Benefits Registers • Track benefit delivery throughout initiative lifecycles • Validate benefits with business owners • Report benefits performance to Executive
Delivery assurance is embedded	Portfolio health checks, stage gates and assurance activities support successful delivery outcomes
Enterprise risks are proactively managed	Portfolio-level risks, issues and dependencies are identified, monitored, escalated and mitigated: • Maintain enterprise RAID registers • Monitor portfolio health • Coordinate delivery assurance reviews • Recommend mitigation strategies • Escalate enterprise risks • Monitor corrective actions
Stakeholders remain engaged	Executive stakeholders receive timely information to support informed decision making: • Coordinate enterprise delivery impacts across initiatives • Identify organisational capacity constraints • Support organisational readiness activities • Coordinate stakeholder engagement activities • Assist with enterprise mobilisation of strategic initiatives
Portfolio management capability improves	Standard methodologies, templates, governance frameworks and reporting tools are continuously improved • Design and continuously improve PMO methodologies • Develop templates, standards and governance artefacts • Embed consistent portfolio management practices • Coach project teams in PMO methodologies • Mentor the Program Officer

Decision Making Authority and Responsibilities	
Decision Making	The Program Lead is expected to: • Recommend portfolio priorities and sequencing • Recommend governance pathways • Recommend resource allocation approaches • Recommend portfolio interventions • Recommend mitigation strategies for delivery risks • Recommend stage gate approvals • Escalate enterprise risks requiring Executive attention • Exercise professional judgement in balancing delivery outcomes, organisational capacity, stakeholder impacts, risk and value
WHS Responsibilities	• Take reasonable care for own health and safety and that of others who may be affected by work activities • Comply with Council's WHS policies, procedures, safe work practices, and lawful directions • Identify, report, and assist in managing hazards, incidents, injuries, and risks in a timely manner • Participate in WHS consultation, training, and continuous improvement activities and support a safe working environment
Financial Delegation	• As per relevant delegation schedules.
Key Relationships	
Who	Why
Senior Manager Strategic Portfolio	Direct reporting line to ensure alignment on priorities, delivery of commercial outcomes, and portfolio coordination
Strategic Portfolio Team and Heads of	• To support asset-based commercial opportunities, contract management, and optimisation of Council property assets • To enable tracking, validation, and delivery of revenue initiatives and ensure alignment with broader revenue strategy • To coordinate commercial aspects of partnerships, programs, and economic initiatives
Finance Team	• To support financial tracking, forecasting, bankable benefit realization, and reporting commercial outcomes and entitlements
Information Technology	• Partnering with IT and the business to ensure successful delivery and uptake of digital initiatives

Legal / Internal Audit / Procurement	• Delivery planning • To ensure contracts, agreements, and commercial arrangements meet compliance, governance, and probity requirements
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Position Requirements	
Qualifications, Knowledge, Skills and Experience	
Essential:	• Demonstrated experience leading enterprise programs, portfolios or PMOs within complex organisations • Experience establishing or maturing Portfolio Management Offices or Program Management Offices • Strong understanding of portfolio governance and delivery assurance frameworks • Demonstrated experience developing integrated master schedules • Experience developing Executive reporting and dashboards • Demonstrated experience facilitating Executive governance forums • Strong understanding of benefits management and benefits realisation • Experience managing enterprise risks, issues and interdependencies • Excellent stakeholder engagement and influencing skills • Excellent written communication skills including Executive and Board-level papers • Demonstrated analytical and strategic thinking capability • Advanced organisational and planning skills • Advanced Microsoft Office skills, particularly Project, Excel, PowerPoint and Word
Desirable (if applicable):	• Experience with capital intensive, complex services, commercial or government organisations • Enterprise transformation programs • Infrastructure portfolio management • PMO establishment experience • PRINCE2 Practitioner, MSP, PMP or equivalent • Portfolio Management (e.g. MoP) certification • Change Management (e.g. Prosci) Lean, Continuous Improvement or Business Excellence experience • Power BI, Tableau, Spotfire • Visio

Signature		
<i>By signing below, I understand the contents and expectations of this position description.</i>		
Name	Signature	Date

Capabilities for the position

The capability framework outlines the capabilities needed by everyone to work well and be effective in their position. They are expressed as behaviours to provide clarity and a common language to describing the skills and abilities to perform a position at Council.

Core Capabilities <i>Applicable to all positions</i>	Description
Developing Self	Seeks growth opportunities, embraces feedback, and enhances skills and knowledge.
Being Accountable	Takes ownership of actions, delivers on commitments, and ensures transparency and responsibility.
Acting with Integrity	Behaves ethically, upholds values, and acts in the best interest of the organisation and community.
Communicating Effectively	Expresses ideas clearly, listens actively, and tailors communication to the audience's needs.
Working Collaboratively	Works well with others, builds teamwork, and fosters a supportive environment.
Having Resilience	Bounces back from adversity, maintains positivity, and performs effectively under pressure.
Focus Capabilities <i>Most important to be effective in position</i>	Description
Commercial Nous/Acumen	The ability to apply business insight, strategic thinking, and practical solutions for competitive advantage.
Using Data for Decision Making	Collects, analyses, and interprets data to ensure evidence-based, accurate, and effective decision-making.
Influencing and Negotiating	Communicates persuasively, uses negotiation skills, builds consensus, and resolves conflicts constructively.
Thinking Innovatively and Creatively	Encourages new ideas, fosters innovation, and seeks opportunities for creative problem-solving and improvement.
Building Relationships	Establishes positive relationships, builds trust, and fosters partnerships to achieve common goals.
Delivering Outcomes	Sets ambitious goals, measures progress and adapts strategies to ensure effective achievement of objectives.
Focusing on the Community	Provides high-quality service, seeks feedback, and anticipates community needs.
Using Technology and Building Digital Literacy	Adopts technology, enhances productivity, stays updated on advancements, and promotes digital literacy.
People Management Capabilities <i>Required for leadership positions</i>	Description
Inspiring Direction and Purpose	Provides clear vision, motivates others, aligns team efforts with objectives, encourages and empowers achievement.
Managing People	Guides team members, provides feedback, recognises efforts, develops talent, and fosters an inclusive culture.
Managing Reform and Change	Drives organisational change, aligns with goals, engages stakeholders, monitors progress, and adjusts strategies.
Optimising Outcomes	Analyses processes, identifies improvements, implements strategies for efficiency, and uses data for informed decisions.
Practising Sustainability	Implements sustainable practices, balances economic, social, environmental factors, and advocates long-term sustainability goals.
Valuing Diversity and Inclusion	Promotes an inclusive environment, respects diverse perspectives, and advocates for equity and inclusion.

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