



**BENTLEY MOORE EXECUTIVE**



**PMO Consulting Services**

## Introduction

Every organisation delivering projects, programmes, or portfolios of transformation initiatives requires structured management, oversight, and assurance to ensure effective delivery, visibility, and alignment with strategic objectives.

Whether operating within a single business function or across an enterprise, a Project Management Office (PMO) — or, at broader scale, a Portfolio, Programme, and Project Office (P3O), is the mechanism through which governance, control, reporting, and delivery excellence are maintained.

A well-structured PMO ensures that initiatives are delivered on time, on budget, and to the required quality, while providing leadership teams with the insight and confidence to make informed decisions. It becomes the organisational backbone that links strategy to execution, turning plans into outcomes.

At Bentley Moore Executive, we help clients establish, optimise, or operate PMO and P3O functions that strengthen control, increase performance, and embed delivery discipline across all levels of the organisation.

## The Benefits of a PMO

A PMO — whether operating at project, programme, or portfolio level — provides the structure, consistency, and oversight that enable delivery success.

The key benefits include:

- Governance and Control – Clear decision-making, accountability, and escalation routes.
- Planning and Scheduling – Aligned timelines, milestones, and resource allocation.
- Assurance – Independent checks that delivery remains within agreed scope, time, and cost.
- Financial Management – Budget control, cost tracking, and financial reporting.
- Risk and Issue Management – Proactive identification and mitigation of delivery risks.
- Data Quality and Information Management – Consistent and validated project information.
- Reporting and Management Information (MI) – Reliable, timely, and actionable insight for stakeholders.

An effective PMO is not administrative — it is enabling and strategic. It ensures that leadership has a clear, accurate picture of delivery performance and can make confident, informed decisions.

## Levels of PMO Operation

A PMO can operate at different levels within an organisation, depending on maturity, structure, and strategic requirements.

## Strategic-Level PMO / P3O

A Strategic PMO (or enterprise-level P3O) operates across the entire organisation or a major division. Its focus is on:

- Organisation-wide delivery visibility and performance reporting.
- Defining and embedding standards, processes, and governance models.
- Ensuring strategic alignment across all programmes and projects.
- Providing central oversight of resources, risks, and investment.
- Supporting executive decision-making through data, analytics, and forecasting.

Strategic PMOs act as centres of excellence, enabling enterprise-wide assurance and long-term organisational maturity.

## Operational-Level PMO

An Operational PMO operates at the level of a specific project, programme, or portfolio. Its focus is on:

- Delivery control and progress tracking.
- Managing documentation, schedules, budgets, and risks.
- Providing accurate reporting and coordination within delivery teams.
- Ensuring compliance with defined standards and methodologies.

Operational PMOs are the execution engine of delivery — ensuring that transformation objectives are achieved efficiently, transparently, and consistently.

## The Challenge

Many organisations undertake projects, programmes, and portfolios on a regular basis — often large-scale, multi-year initiatives — without a formal PMO function in place.

This typically happens because:

- PMO capability is viewed as a cost rather than an investment.
- Organisations rely on temporary contractors or ad hoc resources.
- PMO demand is perceived as cyclical rather than continuous.

While this may appear cost-effective in the short term, it introduces significant long-term risks and inefficiencies.

Common challenges include:

- Loss of PMO knowledge, expertise, and continuity once projects conclude.
- Inconsistent reporting, data, and control frameworks across initiatives.
- Increased delivery risk due to fragmented governance and oversight.
- Duplication of effort across multiple concurrent projects or programmes.
- Lack of enterprise visibility, leading to poor decision-making and resource misalignment.

The absence of a consistent, integrated PMO framework often results in avoidable cost escalation, delivery delays, and strategic misalignment.

Our PMO Consulting Services address these challenges by establishing a sustainable, scalable, and high-performing PMO capability, one that builds lasting value and internal capability for the organisation.

## **Our PMO Consulting Services**

We provide comprehensive PMO and P3O Consulting Services across all organisational levels and delivery contexts. Our support covers the design, setup, operation, and optimisation of PMO frameworks tailored to each client's strategic needs and maturity.

Our services include:

### **PMO and P3O Setup and Design**

- Establishment of new PMO or P3O functions (strategic or operational).
- Definition of structure, roles, processes, and reporting lines.
- Alignment of PMO design to organisational objectives and delivery portfolio.

### **PMO Governance and Controls**

- Implementation of project, programme, and portfolio governance models.
- Creation of decision-making, escalation, and assurance frameworks.
- Integration with risk, finance, and performance management functions.

### **PMO Operations and Delivery**

- Project-Level PMO Delivery
- Programme-Level PMO Delivery
- Portfolio-Level PMO Delivery
- Setup of cross-organisation Strategic PMO / P3O functions
- Development of PMO reporting dashboards and management information (MI).
- Delivery of planning, scheduling, and roadmap management support.

### **Capability and Resource Development**

- Provision and training of PMO personnel.
- Knowledge transfer to internal staff for long-term capability retention.
- Development of PMO standards, templates, and toolkits.

### **PMO Troubleshooting and Recovery**

- Review and remediation of underperforming or fragmented PMO functions.
- Stabilisation of delivery reporting, planning, and control environments.
- Rebuilding trust and visibility with executive stakeholders.

## **Outcomes and Value**

Our PMO Consulting Services deliver measurable outcomes that improve delivery performance, governance, and organisational confidence.

We help clients to:

- Establish consistent, repeatable PMO standards across the enterprise.
- Enhance decision-making through accurate, actionable data and insight.
- Improve delivery success rates by embedding robust control frameworks.

- Reduce delivery costs through better planning, assurance, and resource utilisation.
- Build internal capability through PMO coaching, training, and knowledge transfer.
- Increase strategic alignment by connecting project delivery directly to organisational goals.

Our approach ensures that PMO functions are not administrative overheads — but strategic enablers of transformation and organisational performance.

## About Bentley Moore Executive

We are Bentley Moore Executive, a London-based consulting firm providing PMO and P3O Consulting Services that strengthen governance, control, and delivery across the enterprise.

Our consultants bring extensive experience in establishing and operating PMO functions across both the public and private sectors, delivering measurable improvements in project performance, transparency, and executive oversight.

We provide strategic advisory, operational setup, and embedded delivery support tailored to each client's maturity, size, and delivery landscape.

## Contact Us

Should you wish to discuss any of your requirements and how we can help you, you can contact us as follows:

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## Our Services



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### Transformation



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### Troubleshooters



### As a Service Solutions



## Website Services



## Contact Details



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