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| **Role title:** | Programme Manager | **Responsible to:** | Head of Portfolio, Programme, Project  |
| **Division:** | Digital and Change | **Department:** | Portfolio, Programmes, & Projects  |
| **Direct Reports and Level:** |  No direct reports  | **Scope:** | Worldwide delivery of MPS change programmes. |
| **Scale:** | 15 People in a matrix management model. Overall programme organisation in the region of 50 people. |
| **Regulated Function(s) Held:** | No |
| **Evaluation Level** | Implement 1 | **Role Family** | Group Corporate Functions  |

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| **Overall Role Purpose** |
| The purpose of this role is to lead the end to end delivery of one or more programmes aligned to the MPS business strategy and ensure project outputs are fully adopted to enable benefits realisation.  This will be achieved by working with key business stakeholders including members the Executive Committee to monitor strategic alignment throughout the programme lifecycle undertaking strategic reviews at appropriate intervals.  The role holder will be responsible for defining the programme structure, budget, resource requirements, delivery phasing, transition planning and benefit tracking mechanisms |

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| **Accountabilities (RACI)** | **Measures of Success/KPI’s** |
|  **Operational Leadership** * Provide leadership insight across the Portfolio, Programmes and Project department and in particular their Programme team team to deliver programme outcomes that support portfolio delivery, overall corporate strategy and business performance.
* Lead on assigned programmes ensuring delivery is implemented to time, cost and quality and can demonstrate a return on investment
* To provide leadership of their Programme team that reinforces the desired culture and delivery of strategic priorities.
* Contribute to the development and delivery of the Portfolio, Programmes and Project department strategy
 | * Financial performance Vs plan
* Corporate Strategic priorities Vs plan
* Executive Stakeholder feedback.
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| **Financial*** Adhere to the Programmes and Projects budgets, ensuring an efficient and effective programme delivery model which minimises cost and maximises financial sustainability without compromising the agreed outcomes of the project.
* Ensure that all spend is managed within organisation policy reporting on variance to budget to the D&C leadership team
 | * Return on investment across the programme, Achieved by:
* Delivery of Programmes/Projects within budget that they are responsible for.
* Tracking of benefit realisation in BAU
* Programme budget Vs Plan
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| **Member*** Contribute to a culture and capability in Lean / continuous improvement and programme/project management to drive operational efficiency and great member experiences and outcomes
* Monitor and provide robust challenge of emerging people risks and issues arising from business activities which fail to deliver appropriate and consistent outcomes for members or are likely to have a material adverse effect on the Group, its operation or financial security
 | * Consolidated Satisfaction Result Vs Plan
* Net promoter score
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| **People**  * Be a role model for best practice programme/project methodology and approach to ensure optimal return of investment for MPS
* Ensure all programme resources have clarity on their accountabilities and comply with all governance, policy standards and processes.
* Contribute to the development of a strong pipeline of talent and succession across the Portfolio, Programmes and Projects department for the benefit of MPS which will mitigate workforce planning risks and maximises the performance and potential of employees.
 | * Engagement Index Vs MPS
* Leadership Index Vs MPS
* Strong Talent and Succession Plans
* HR Metrics – attrition, absence
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| **Risk*** Contribute to an environment where all colleagues in the Portfolio, Programmes and Project department recognise the importance of risk identification and management
* Contribute to ensuring appropriate business processes and controls are in place to manage programmes and projects within risk appetite; comply with policies and regulatory requirements (as applicable).
 | * Risk & Control Self- Assessments
* Audit Actions
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| **Responsibilities (RACI)** |
| * To build and maintain strong relationships with the business, senior stakeholders (Exec and Council) and external stakeholders and PMO to ensure the delivery and governance of a programme or programmes of change to agreed scope, time, cost and quality
* Work with Programme sponsors to define measures and gain business buy in for adoption of deliverables to ensure programme benefits are defined, agreed and accepted and can be tracked.
* To demonstrate effective governance of programme risk and issue management to ensure that risks to delivery and benefit realisation are understood and mitigated or accepted
* To effectively champion and support change processes and tools to ensure best practice is adopted across the wider change team
* To provide and manage appropriately controlled environments and release management process to support change programmes
* Quality Management of the Delivery Approach (continual challenge or and improve organisation / process / estimation)
* Keep abreast of evolving legislation and best practice; recommend opportunities for MPS to become more efficient and effective and maintain complaint with relevant regulations.
* Undertake other duties and tasks that from time to time may be allocated to the jobholder
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| **Key Governance Responsibilities** |
| Programme board – Chair |

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| **Leadership Framework Competencies** | **Level** |
| Fresh Thinking | Leading Others |
| Building Capability in Self and Others | Leading Others |
| Influencing Others | Leading Others |
| Collaborating for Results | Leading Others |
| Leading Self and Others | Leading Others |
| Commercial and Risk Thinking  | Leading Others |

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|  | **Knowledge and Qualifications** | **Skills** | **Experience** |
| **Essential** | * Educated to degree standard and/or relevant experience and professional qualifications
* MSP Qualification
 | * Clear, effective and influential communication skills, both verbal and written
* Excellent organisational and planning skills, with an ability to priorities key tasks and strong focus on delivering them
* High-energy work ethic, ability to establish vision, drives change and delivers results.
* Good team player with a collaborative approach to working
* Proven stakeholder management skills
 | * Proven experience of managing business change or digital delivery programmes working in collaboration with 3rd party suppliers and internal IT teams
* Significant experience in programme management
* Leadership and development of people within a change management function
* Leading and managing complex teams /or business units in a matrix structure
* Problem solving in collaboration with business Subject Matter Experts (SMEs) and partners
* Managed programmes with budgets in between £100k – £10M
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| **Desirable** | * Lean Six Sigma qualification
* AGILE Qualification
* PRINCE2 Qualification
 | * A good understanding of full software development life cycle projects
 | * Financial services and/or healthcare sector experience
* Experience of the full software IT development life cycle
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