

## Role Profile

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| <b>Position Title</b>                    | <b>Head of NPA PMO &amp; Assurance</b>  |
| <b>Position Code</b>                     |   |
| <b>Directorate</b>                       | Chief Transformation Office   |
| <b>Reports to (Position)</b>             | NPA Program Director [interim dotted line to Chief Transformation Officer]  |
| <b>Role type</b>                         | <input checked="" type="checkbox"/> Permanent <input type="checkbox"/> Fixed Term <input type="checkbox"/> Secondment <input type="checkbox"/> Contract   |
| <b>Contract Term</b>                     | N/a   |
| <b>Line management Responsibilities?</b> | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No   |
| <b>Grade</b>                             | 19  |
| <b>Working hours</b>                     | <input checked="" type="checkbox"/> Full time <input type="checkbox"/> Part time      FTE:  |
| <b>Location</b>                          | 2 Thomas More Square, London E1W 1YN. Reasonable travel.  |
| <b>Context of the role</b>               | <p>The scale of the role is material in terms of accountabilities, remit and size. To give an indication these attributes reflect the expected programme:</p> <ul style="list-style-type: none"> <li>• PMO FTE: c.20</li> <li>• Programme FTE: c.150</li> <li>• Vendor FTE: c.100-300</li> <li>• Programme Budget c. £40-50m pea, Programme Budget c. £450m</li> <li>• Industry Cost: c. in excess of £2Bn [including migration]</li> <li>• End User Impact: Virtually all adults in the UK</li> <li>• Critical Stakeholders: PSR, FMID, Participants, Board and Executive</li> </ul> |
| <b>Purpose of the role</b>               | <p>The Chief Transformation Office is accountable for the structuring and subsequent delivery of change for each of the Company, Today's Payments and Tomorrow's Payments.</p> <p>This includes all the enterprise wide change including major Program activity as well as core supporting capabilities including Procurement, Architecture, Standards, Commercial Assurance etc. This role provides the 'radar' across the directorate but specifically for the NPA programme – one of the leading FS programmes currently underway in the UK.</p>                                   |

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| <p><b>Summary of Role</b></p>      | <p>The Director / Head of NPA PMO &amp; Assurance will have an extremely strong background in setting up and leading best in class Programme Management Office, Change capabilities and highly robust programme Assurance capabilities. Ideally this will be for Critical National Infrastructure and/or major financial services programmes across the banking industry. The result of this is the exemplary execution and optimal delivery to achieve the programme benefits.</p> <p>The Director / Head of NPA PMO &amp; Assurance will ensure the NPA programme are visible, challenged, appropriate and accurately reported on with interventions, ideally pro-actively undertaken, to ensure successful outcomes as a result of remedial actions being taken.</p> <p>This role is therefore critical to the successful delivery of this major industry programme and the millions of end users across the UK.</p> <p>This is a senior leadership position and the individual will be expected to contribute to the wider leadership of the Chief Transformation Office.</p>   |
| <p><b>Key Accountabilities</b></p> | <ul style="list-style-type: none"> <li>(a) Build upon the existing NPA Programme Management Office model developing it to the next level of effectiveness, turning it into a major programme oversight, delivery and assurance capability sitting along side the individual programme workstreams holding them to account.</li> <li>(b) Design, implement and use best in class solutions for planning, monitoring and reporting in order to ensure efficient and effective delivery of the programme.</li> <li>(c) Design, implement and use best in class programme management controls to ensure exemplary oversight of the programme, advanced identification of potential issues and early intervention to mitigate problems before they occur.</li> <li>(d) Utilise exemplary RAID management enabling the programme to identify, monitor and manage key RAID items ensuring delivery of the programme.</li> <li>(e) Define, implement and use key performance metrics to enable insight into efficiency and effectiveness through analysis of appropriate trends allowing for pro-active interventions to avert issues</li> <li>(f) To implement dedicated Governance capability ensuring best in class governance for a programme of this complexity are implemented and utilised being able to evidence decisions making is undertaken at the appropriate levels of the organisation and, indeed, wider.</li> <li>(g) Establish best in class company Board and Executive reporting mechanisms aligning to timeframes, quality and content requirements</li> </ul> |

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|   | <p>enabling effective decision making, support, imparting of knowledge, briefing and oversight.</p> <p>(h) Drive a benefits culture and associated management model to ensure that end outcomes are managed and focussed on throughout the lifetime of the programme ensuring all decisions and interventions consider the end benefit being sought.</p> <p>(i) Establish industry best practice Programme Assurance allowing the PMO to oversee and intervene on workstream performance.</p> <p>(j) Design and deliver resource and sourcing management insights enabling the optimal build out of capability with associated knowledge management and retention methods utilised to minimise impacts of transitioning colleagues.</p> <p>(k) Establish a strong relationship with the wider Enterprise Change team ensuring plans are interlocked, resource sharing is understood and methods / approach are shared driving best practice across the company.</p> <p>(l) Own the financial management of the program ensuring that workstreams deliver to budget, forecast and plan managing any deviations across the programme.</p> <p>(m) Drive planning exercises to ensure the delivery of the programme is undertaken in an optimal way, managing critical path and removing unnecessary dependencies.</p> <p>(n) Establish a quality culture eradicating rework, bringing to the programme a 'right first time' model with solid analysis understand quality of deliverables, rework and cost of failure.</p> <p>(o) Provide senior leadership of the programme supporting the Programme Director as deputy for the programme along with resource management across the programme.</p> |
| <b>Behaviours</b>                           | Aligned with Pay.UK values.   |
| <b>Internal &amp; External Interactions</b> | <ul style="list-style-type: none"> <li>• Pay.UK Directorates</li> <li>• External stakeholders as relevant</li> <li>• 3<sup>rd</sup> Party Vendors</li> <li>• Pay.UK Executive</li> <li>• Pay.UK Board Members</li> </ul>  |

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| <b>Qualifications and Experience</b> | <ul style="list-style-type: none"> <li>• Relevant PMO credentials and qualifications.</li> <li>• Significant and relevant experience in a PMO role.</li> <li>• Ideally experience in Financial Market Infrastructure or, major Payments eco systems however brilliant PMO experience is the priority</li> <li>• Experienced at engaging in a Regulatory environment, with Board / Board Sub Committees and Executives</li> <li>• Experienced at engaging industry stakeholders across major established banks through to the newer fintechs</li> <li>• Demonstrable experience shaping and driving programmes, particularly Critical National Infrastructure, delivering benefits for the UK</li> </ul> |
| <b>Core Skills and Competences</b>   | <ul style="list-style-type: none"> <li>• Major and Complex Programme Office Management</li> <li>• Business case and investment creation and oversight</li> <li>• Change Management</li> <li>• Resource and Sourcing Management</li> <li>• Programme Management, Project Management and PMO toolsets</li> <li>• Project and Programme Management</li> <li>• Demonstrable Executive and Programme Communications skills.</li> <li>• Reporting, MI and Presentation production skills specifically Exec / Board level</li> <li>• Programme Efficiency and Effectiveness Metrics</li> </ul>   |

**Version Control**

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|--------------------|-----------------|---------|-------------------|----------------|
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