

Role Profile

Role Title	Head of PMO & Assurance
Directorate	Services
Reports to	Head of Enterprise Change
Role type	<input type="checkbox"/> Permanent <input checked="" type="checkbox"/> Fixed Term <input type="checkbox"/> Secondment <input type="checkbox"/> Contract
Line Manager responsibilities (Yes/No)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Level	18
Location	2 Thomas More Square, London. Reasonable travel may be expected. During Covid-19 pandemic working from home is highly likely part time or even full time subject to government guidance
Organisational Context	<p><u>Pay.UK</u></p> <p>Pay.UK maintains and develops the UK’s retail payment systems and standards; that are core to the economy being able to function on a day-to-day basis.</p> <p>From Bacs to Faster Payments and Cheques – we act as the single operator for all UK retail payments. We put the needs of consumers and businesses at the heart of everything we do, working in the public interest to ensure that the systems the country relies on for its banking transactions are safe, open, innovative and resilient.</p> <p>Our payment systems underpin the services that enable funds to be transferred between people and institutions. In 2018, the UK’s retail payment systems processed 8.8 billion transactions, worth £7 trillion through Bacs, Direct Credit, Direct Debit, Faster Payments, and Cheques.</p> <p>Every day, individuals and businesses use the services we provide to receive salaries, pay bills and make online and mobile banking payments. Our vision</p>

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	<p>for the future is to enable a vibrant economy, with Pay.UK delivering the best-in-class payment infrastructure and standards for the benefit of consumers and businesses nationwide.</p> <p><u>Directorate:</u></p> <p>The Services Directorate focuses upon the <i>internal facing</i> aspects of running Pay.UK Ltd such as Change, Technology, Facilities, People, Legal and Data Protection.</p> <p>For completeness the <i>external facing</i> aspects of Pay.UK Ltd [e.g. Payment Scheme Operations, Product, Industry Engagement] reside within the other Pay.UK Ltd directorates particularly the Operations Directorate.</p> <p>The Services Directorate is; therefore, accountable for the delivery of efficient and effective enterprise services that support Pay.UK Ltd in its execution of accountabilities and obligations running the company.</p> <p>Through the centralisation of cross company activities [enterprise services] we will drive effectiveness and efficiency by achieving economies of scale, consistency of execution and adherence to recognised industry good practice and standards enabling Pay.UK Ltd to run reliably, securely, safely, resiliently and economically on behalf of all Pay.UK stakeholders.</p>
<p>Summary of Role</p>	<p>The Head of Change Management Office & Assurance will have a strong background in setting up and leading best in class change delivery functions that ensure all aspects of change are visible, accurate have suitable, well-articulated investment and trackable benefits:</p> <ul style="list-style-type: none"> (a) Building on the existing Change Project Office (CMO/PMO) to develop it to the next level of effectiveness, turning it into an enterprise wide Project Delivery hub with a separate delivery assurance mandate, helping the ExCo ensure the quality of change deliverables is accurate and ultimately successful. (b) Be at the heart of driving a culture of investment and benefit identification and tracking associated with all change and transformation ensuring this is clearly identified, tracked and visible. (c) Shifting the assurance insight from one of understanding the health of

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	<p>change and investment to really being able to challenge and support the status</p> <p>(d) Effective targeting, and undertaking, assurance activity of Pay.UK’s change programmes to improve their chances of success, and calling out when success is in jeopardy</p> <p>(e) Devising, implementing and managing change capacity insights and being the hub that manages resource requests and managing how to source the need including providing senior leadership with capacity insights</p> <p>(f) Leading and ensuring that due governance is applied to each programme and project</p> <p>(g) Ensuring an effective relationship is maintained with programmes, projects and changes, built on trust and professional respect that enables collaboration and support together with an understanding of the roles authority to intervene and to not support investment expenditure</p> <p>(h) Confidence in handling & steering financial data on costs and benefits. Along with being an expert in cost benefit analysis and business case development</p> <p>(i) Building upon an initial foundation PMO with a history of developing PMO’s to be best in class and fit for purpose including leading and implementing a new project management/ePMO platform</p> <p>(j) Having numerous change delivery resources reporting into within a matrix management environment</p> <p>(k) Drive a real culture of accuracy and quality in everything that is change related</p> <p>(l) Proven experience in developing more other PMO team members to bring their expertise up so they can deputise for this role when required</p> <p>(m) Ensure that all change wishing to be implemented has a business case that outlines capital and internal costs which has been approved before work commences</p> <p>(n) To deliver regular stakeholder briefing packs and engagement ensuring full commitment across the company to changes</p> <p>(o) To establish appropriate governance such as Project Steering boards,</p>
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	<p>Project Review Boards, Go/No Go decisions etc. to ensure appropriate manage of change</p> <p>(p) Support Chief Services Office and Heads Of in the Services function with insights, MI, status reporting and up to date information on the portfolio</p>
Commitment and time period	<input checked="" type="checkbox"/> Full time <input type="checkbox"/> Part time 100 FTE (%)
	<p>Time period:- 12 months; with high probability subject to performance of extension.</p>
Internal & External Interactions	<ul style="list-style-type: none"> • Pay.UK Directorates • External stakeholders as relevant • 3rd Party Vendors • Pay.UK Executive • Pay.UK Board Members
Accountabilities	<p>Principal Accountabilities</p> <p><i>Deliver to the core priorities as defined in Role summary</i></p> <p>Specifically, but not limited to;</p> <ul style="list-style-type: none"> • Evolving and running the Change/Project office ensuring all changes are managed, have the right investment identified / agreed and go through the right governance • Create and maintain tools, templates and standards to ensure a coherent and consistent approach to all projects and provides advice to change managers. • Be responsible for the quality and accuracy around change reporting including acting as the gate-keeper on assurance. Where required provide independent delivery assurance of specific changes resulting in ExCo reports • Maintain overall resource allocation plan for the portfolio, linking outputs from Change Committee, on boarding and off boarding of people onto projects, including external recruitment.

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	<ul style="list-style-type: none"> • Set standards for and support management by project managers of external supplier relationships. • Set up and maintain a comprehensive overview tracking system and support / mentor project managers in its use. Ensuring that the correct levels of quality are produced and that due process is followed. • Organise BA and PM resources into teams to prepare and deliver Board briefings and reports on business Initiatives and the Change Portfolio. • Organise the submission of content and quality check submissions for Design Office and Change Committee meetings (noting that minutes and scheduling are done by the Change Support team). • Ensuring that delivery and pipeline roadmaps are accurate and up to date and are user-friendly. Ensuring that there is a clearly articulated business case for changes which links to resource allocation plan and change budget allocation. • Work collaboratively with the NPA Programme to ensure a coherent and consistent approach to all Pay.UK projects. • Personally contribute to ad-hoc projects as required by the Head of Change and deliver briefings and reports on business change initiatives and the Change Portfolio. • Set up processes for the Head of Change to ensure that there is clear management sight and control of the change portfolio budget. Contribute to change financial planning and Pay.UK Budgeting and Forecasting process. Work with the Finance Function to produce the financial reporting required by Pay.UK Finance Committee. • Lead and develop Change Portfolio team colleagues. <p>Stakeholder Management</p> <ul style="list-style-type: none"> • Build and maintain strong relationships with all key stakeholders, both clients and vendors. <p>Finance</p> <ul style="list-style-type: none"> • Ensure that all budgets are agreed, managed to and monitored dealing with any deviations
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	<ul style="list-style-type: none"> • Data Protection <ul style="list-style-type: none"> ○ Ensure that policies and procedures are followed and monitor that colleagues within the Department receive appropriate training. ○ Comply and / or ensure compliance with Pay.UK Data Protection policy, processes and all relevant legislation. ○ Maintain effective communication on data protection compliance with the CPO and DPO as appropriate. ○ Identify section specific data protection risks, and mitigating actions, communicating these to the CPO and DPO without delay. ○ When aware, communicate, in confidence, to the CPO and / DPO, data protection risks likely to impact the organisation as a whole.
<p>Knowledge and Experience</p>	<ul style="list-style-type: none"> • Background in having set-up Change/Project Office functions along with associated Assurance measures • Broad exposure to having implemented enterprise wide project management and PMO tools/platforms • Experience of having mentored reporting staff so they can effectively deputise for this role • Extensive experience of portfolio management and assurance techniques including P30 or other assurance methods strongly desired • Experience of leadership at a portfolio/programme level. • Previous experience in having established delivery assurance functions • Resource and capacity management • Experience of IT Technology enabled change • Significant experience in project / programme management with a track record in successful delivery of all types of business initiatives, projects, and programmes. • Substantial experience of managing people and teams with evidence of high performance. Ideally has experience with complex, long-cycle technology launches, migrations, or transformations.

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	<ul style="list-style-type: none"> • A detailed and broad knowledge of best practise techniques for project management; especially with regard to financial services. • Strong background and knowledge of Banking / Payments Industry. • A grounding in new technology application and exploitation; practical knowledge and ability to future proof design through leadership of and partnership with specialist technical architects. • Proven experience managing large-scale programmes. • Payments-specific compliance and regulatory knowledge. • Proven experience working with senior stakeholders, board members and regulators. • Proven experience of working in a matrix management style. • Proven track record of managing competing priorities across a wide range of programmes / projects. • Extensive budget and financial management experience. • Experience in people-management including recruitment / on-boarding / off-boarding.
Specific Skills	<ul style="list-style-type: none"> • Business case and investment creation and oversight • Change and transformation management • Capacity and resource management • Project Management and PMO toolsets • Project and programme management • Communications skills • Reporting, MI and Presentation production skills specifically Exec / Board level
Qualifications and Training	<ul style="list-style-type: none"> • Relevant work experience
Competencies	<ul style="list-style-type: none"> • In alignment with Pay.UK competency framework

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Confirmation

I confirm my understanding and my agreement to the above job description.

Signed: _____

Date: _____



Version Control

Document Owner	Services Directorate			
Version number	1.0			
Governance	Draft: CSO	Review:	Approve:	Approval Date:
Review Frequency		Next review date:		
Document reference				

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Principal Accountabilities

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