

## Role Profile

<b>Position Title</b>	NPA Programme Director
<b>Position Code</b>	Executive
<b>Directorate</b>	Chief Transformation Office
<b>Reports to (Position)</b>	Chief Transformation Officer
<b>Role type</b>	<input checked="" type="checkbox"/> Permanent <input checked="" type="checkbox"/> Fixed Term <input type="checkbox"/> Secondment <input type="checkbox"/> Contract
<b>Contract Term (if applicable)</b>	This role is for the duration of the programme. Likely to be a number of years.
<b>Line management Responsibilities?</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Grade</b>	Executive
<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. Working from Home. Reasonable travel.
<b>Context</b>	<p><b><u>Pay.UK</u></b></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><b><u>Chief Transformation Directorate:</u></b></p> <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.</p> <p>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>
<p><b>Role Dimensions</b></p>	<p><b><i>The scale of the role is material in terms of accountabilities, remit and size.</i></b></p> <p><b><i>This is a Director level [Executive] role.....</i></b></p> <p><b><i>To give an indication these attributes reflect the expected programme:</i></b></p> <ol style="list-style-type: none"> <li><b><i>1. Programme FTE: c.150</i></b></li> <li><b><i>2. Vendor FTE: c.100-300</i></b></li> <li><b><i>3. Programme Budget c. £40-50m pa, Programme Budget c. £450m</i></b></li> <li><b><i>4. Industry Cost: c. in excess of £2Bn [including migration]</i></b></li> <li><b><i>5. End User Impact: Virtually all adults in the UK</i></b></li> </ol> <p><b><i>Critical Stakeholders: PSR, FMID, Participants, Board and Executive</i></b></p>
<p><b>Summary of Role &amp; Key Accountabilities</b></p>	<p><b>The NPA Programme Director will have an extremely strong and proven background in establishing, leading and successfully delivering best in class complex industry ecosystem and core infrastructure build programmes.</b></p> <p><b>Ideally experience will have been gained within Critical National Infrastructure (CNI) technology build and/or major banking &amp; payments change programmes including those rolling out industry wide across a national banking/payments network. To effectively drive the programme, it is essential that the candidate has in depth experience in delivering successful transformational solutions. A deep understanding of governance and how to shape, and execute, programmes, with the ability to act in a consultative capacity on other projects, initiatives, functions</b></p>

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where required.

**The NPA programme is a high profile, critical programme of change for the UK and as such, will provide the future role holder with exposure to key external stakeholders such as participant financial institutions, the Bank of England and the Payment Systems Regulator.**

**The combination of relevant experience and excellent track record will be a major contributor to the NPA Programme delivering excellently and optimally in order to achieve the benefits desired for the industry.**

**This role is therefore critical to the successful delivery of this major industry programme and for the benefit of the millions of end users across the UK.**

**This is a senior leadership position and the individual will also have the opportunity to contribute to the wider leadership activities of the Chief Transformation Office.**

The role includes but is not limited to;

- (a) Transform the existing NPA Programme model developing it to the next level of effectiveness, to build out a best in class payments financial market infrastructure the UK.
- (b) Establish the business case for the NPA Programme winning industry and stakeholder commitment to underpin the delivery across the industry.
- (c) Win over stakeholders using a variety of techniques to engage stakeholders across participants, regulators, fintechs etc getting consensus from the industry on scope, approach and investment
- (d) Be a passionate advocate for financial market infrastructure and payments evolution in the UK actively championing solutions across key stakeholders, design authorities, sponsors and end users.
- (e) Design, implement and use best in class solutions for planning, monitoring and reporting in order to ensure efficient and effective delivery of the programme, regularly constructively challenging the plan and approach.
- (f) 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.
- (g) Utilise exemplary RAID management enabling the programme to identify,

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	<p>monitor and manage key RAID items ensuring delivery of the programme.</p> <p>(h) Build out a strategic risk management capability befitting of a critical national infrastructure build to assess scenarios plans, options analysis and material threats to the successful delivery of the programme.</p> <p>(i) Build out a robust governance mechanism ensuring strong audit trails, appropriate approval mechanisms, assurance processes etc as befits a regulated business.</p> <p>(j) Manage the procurement, selection and ultimate outsource delivery of the critical national intrastate clearing and settlement layer introducing best in class retained layer / partner</p> <p>(k) Build and deliver a competition inspiring overlay strategy and solution such that we expose data to the industry enabling others to generate innovative solutions.</p> <p>(l) Establish strong architectural controls, governance and decision making understanding the implications of decisions in terms of impacts to the core and the wider industry</p> <p>(m) Build out an industry migration approach that reduces impact on participants allowing for least disruption to their operations throughout the period of testing and migration</p> <p>(n) Establish a Rulebook delivery mechanism consulting with the industry on new rules and requirements ultimately manifesting into a new FMI rule book supported by the Regulatory bodies</p> <p>(o) Build out an exemplary Financial Management capability ensuring the programme embeds a culture of driving value, optimisation, efficiency and delivery to industry committed costs.</p> <p>(p) Build out a consultation capability enabling industry consultations to be undertaken with structured analysis undertaken enabling impartial evidenced based decisions to be made.</p> <p>(q) 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.</p> <p>(r) Establish a best in class Programme Management Office effectively establishing a deputy Programme Director to support the holder of this role.</p> <p>(s) Drive a benefits / outcome focussed culture enabling stakeholders to understand the progress towards the end goals but in a business focussed</p>
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	<p>manner that demonstrates progress, value and culture</p> <p>(t) Establish industry best practice Programme Assurance allowing the PMO to oversee and intervene on workstream performance.</p> <p>(u) Drive appropriate sourcing mix to attain value for money, knowledge retention and longevity enabling longer term build out of the Pay.Uk retained layer for NPA.</p> <p>(v) Strategic Partner management of core partners to build a collaborative yet commercially beneficial engagement that demonstrates optimal value</p> <p>(w) Lead, manage, coach and develop colleagues irrespective of their type of contract such that overall capability grows and develops realising potential</p> <p>(x) Build and drive a Communication Strategy and Industry Engagement Strategy ensuring best in class delivery causing a net positive supporter position</p>
<b>Behaviours</b>	Aligned with Pay.UK Values
<b>Internal &amp; External Interactions</b>	<ul style="list-style-type: none"> <li>• Pay.UK Board</li> <li>• NPA Executive Committee</li> <li>• NPA Programme Committee</li> <li>• Pay.UK Board, Non-Executives and Independent Non-Executives</li> <li>• Pay.UK Directorates</li> <li>• External third-party consultancies as required</li> <li>• Participating Banks</li> <li>• Future Participating organisations as required</li> <li>• Pay.UK Regulators</li> <li>• Providers (including Open Banking) as required</li> </ul>
<b>Qualifications, Experience, Skills and Competencies</b>	<ul style="list-style-type: none"> <li>• Extensive relevant track record operating within Banking/Payments and/or Critical National Infrastructure technology, especially within the Financial Market Infrastructure / Payments space</li> <li>• Proven track record of delivering large, complex transformation Programmes within time and cost envelopes bring simplicity to complexity</li> </ul>

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- Experience of successful Internal and external stakeholder management, including with regulatory bodies, within a complex eco-system
- Demonstrates strong ability to collaborate with multiple levels of the business and functional leaders to streamline processes and work towards resolution of challenges, constraints, and roadblocks and leading innovation across operations
- Excellent communication skills with the ability to present complex concepts, risks and strategies to senior management in business terms, while being able to discuss detailed technical aspects with experts in the Pay.UK organisation
- Ability to design the overall programme team structure, recruit, manage and develop a high performing team of business operation and transformation experts
- Can do attitude and ability to work effectively in a matrix organisation structure with significant emphasis on collaboration, influence and persuasion, rather than relying entirely on command and control
- Business focussed individual driving collaborative outcomes with a commercial mindset evidencing credible, tangible, quantified progress.
- Experience of strategic risk scenarios planning, major assumption management and CNI business case development
- Major Programme Management including planning, RAID management, financial control etc
- Communication (verbal and written) fit for stakeholders including Regulators, Participants and internal parties.
- Ideally experience in Financial Market Infrastructure or, major Payments eco systems however brilliant PMO experience is the priority
- Experienced at engaging in a Regulatory environment, with Board / Board Sub Committees and Executives
- Experienced at engaging industry stakeholders across major established banks through to the newer fintech's
- Experience of Regulatory interventions such as S166, S82 such that there is understanding of how to manage such interventions.
- Ideally experience of the PSR and Financial market infrastructure regulator FMID
- Demonstrable experience shaping and driving programmes, particularly Critical National Infrastructure, delivering benefits for the UK

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### Version Control

Document Owner	Chief Transformation Office			
Version number	2.0			
Governance	Draft:	Review:	Approve:	Approval Date:
Review Frequency			Next review date:	
Document reference				

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