

## Role Profile

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| <b>Position Title</b>                    | <b>Strategy Programme Delivery Director</b>   |
| <b>Position Code</b>                     |   |
| <b>Directorate</b>                       | Enterprise Change   |
| <b>Reports to (Position)</b>             | Head of Enterprise Change (dotted line to Director of Strategy)   |
| <b>Role type</b>                         | <input type="checkbox"/> Permanent <input checked="" type="checkbox"/> Fixed Term <input type="checkbox"/> Secondment <input type="checkbox"/> Contract   |
| <b>Contract Term (if applicable)</b>     | 12 months   |
| <b>Line management Responsibilities?</b> | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No   |
| <b>Grade</b>                             | TBC   |
| <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>Pay.UK was established in 2017 and is the home for retail payments. For the first three years, we have concentrated on bringing the scheme companies we took over together, ensuring robust and resilient running of our payments platforms, establishing our teams and initiating the New Payments Architecture Programme. Now is the time for us to deliver our new strategy, which has been developed over the last 8 months by us, for us, ensuring we drive the focus that will deliver for today's and tomorrow's platform users and ultimately for the benefit of end users. The Strategy will deliver clarity of focus, enable data led opinions and data led decisions and will take us to a position of being a recognised Platform Leader in the UK payments market. This strategy is ambitious and will require significant change in our company behaviours, structure, capabilities, systems and values. This role is to lead this massive cultural shift for our company and requires an individual who understands both the practicalities of organisational change and grasps and has experience of dealing with the emotional context of significant cultural change.</p> <p>The timeline for implementation of the strategy refresh and for the new organisation to be fully operational is 12-18 months.</p> |
| <b>Role Dimensions</b>                   | <p>Direct/ Indirect Reports:</p> <p>Budget responsibility:</p>  |

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| <b>Summary of Role</b>      | <p>As a member of the Enterprise Change community, to lead delivery of strategy implementation activities to deliver an organisation and organisational culture that enables our strategy to fulfil its potential.</p>   |
| <b>Key Accountabilities</b> | <ul style="list-style-type: none"> <li>• Deliver a sophisticated and holistic organisational transformation which is, critically, cultural in nature and affects every aspect of the organisation and its stakeholders, internally and externally.</li> <li>• Support the design the new organisation required to enable Pay.UK to achieve its ambitions through its newly formed strategy. The design must be agreed by the Executive and Board.</li> <li>• Establish and implement design principles to guide the development of the new organisation and its structures, including effective communication and education of design principles.</li> <li>• Develop a Future Operating Model (FOM) for the new organisation in accordance with those principles and demonstrate how it will operate in the wider environment. The FOM will cover every aspect from capabilities to competences through culture, processes, operations, structure and governance.</li> <li>• Establish and deliver the roadmap required to migrate from the existing organisation to put the new organisation into place.</li> <li>• Develop and maintain a programme plan and delivery structure that minimises time, cost and risk without compromising quality.</li> <li>• Develop a plan and approach to decommission the old aspects of the organisation not to be migrated.</li> <li>• Secure agreement on and then manage effectively the scope, budget, timeline, resource requirements, programme structure, programme communications and stakeholder engagement strategy.</li> <li>• Manage risks, issues and assumptions associated with the strategy implementation programme as a major programme.</li> <li>• Identify and manage inter-dependencies across the Pay.UK change portfolio including NPA programme and Governance Review.</li> <li>• Establish productive and effective working relationships with a variety of stakeholders amongst whom are likely to be conflicting priorities.</li> <li>• Develop and implement effective communications strategies for the programme in liaison with the Pay.UK Communications team.</li> </ul> <p>Other obligations:</p> <ul style="list-style-type: none"> <li>• Ensure compliance with all Pay.UK policies and procedures and complete required compliance training in a timely manner.</li> <li>• Comply with Pay.UK's Data Protection Policy and all associated procedures and processes and communicate any data protection risks to the Data Protection team without delay.</li> </ul> |

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|   | <ul style="list-style-type: none"> <li>Promote diversity and inclusion across Pay.UK to build a workforce that reflects the users we serve and provides equal opportunity for all colleagues.</li> </ul>   |
| <b>Behaviours</b>                           | Aligned with Pay.UK Values   |
| <b>Internal &amp; External Interactions</b> | <ul style="list-style-type: none"> <li>Director of Strategy and Strategy Team</li> <li>Director of People and People Team</li> <li>Executive Management and Board</li> <li>Extended Leadership Team Committee (ELTC)</li> <li>Colleague Engagement Forum as consultation body</li> <li>Vendors and Suppliers</li> </ul>  |
| <b>Qualifications and Experience</b>        | <ul style="list-style-type: none"> <li>Relevant professional qualification and/or experience in Change/ Transformation/ Programme/ Project Management.</li> <li>Significant experience in major transformation design, leadership and delivery, particularly involving sensitive cultural change.</li> <li>Extensive experience of portfolio and programme level management for significant transformation including scope, dependencies, risk, resource quality and financial management.</li> <li>Track record of managing multiple stakeholders up to and including C-Suite, Executive and Board level and external stakeholders.</li> <li>Demonstrable skills in effective engagement with operational areas; front line and support functions and those in external stakeholder organisations.</li> <li>Experience in a regulated environment, critical national infrastructure, financial services preferable.</li> <li>Significant understanding of organisational culture and culture transformation.</li> <li>Significant experience of risk management and mitigation in a multi-stakeholder environment.</li> </ul> |
| <b>Core Skills and Competencies</b>         | <ul style="list-style-type: none"> <li>Leadership that will inspire and motivate the organisation and its stakeholders to work together to deliver a successful transformation.</li> </ul>   |

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|  | <ul style="list-style-type: none"> <li>• Excellent communications skills both written and verbal and at all levels of the organisation including Executive and Board level.</li> <li>• Tenacity and diplomacy to drive the transformation, whilst keeping the disparate groups engaged and enthused.</li> <li>• Commercial awareness and value conscious – the pursuit of value as an outcome and during transformation is critical.</li> <li>• Excellent relationship building and management skills and the ability to operate and influence at all levels.</li> <li>• Proven track record of managing competing priorities whilst ensuring delivery and stakeholder engagement is maintained.</li> <li>• Resilience to operate in a high pressure change environment.</li> </ul> |
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**Version Control**

|                    |                               |         |                   |                |
|--------------------|-------------------------------|---------|-------------------|----------------|
| Document Owner     | Enterprise Change Directorate |         |                   |                |
| Version number     | 1.0                           |         |                   |                |
| Governance         | Draft:                        | Review: | Approve:          | Approval Date: |
| Review Frequency   |                               |         | Next review date: |                |
| Document reference |                               |         |                   |                |

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