

Job Description

Job Details:

Job Title: Programme Manager (Major Projects)

Band: 8C

Location: Hybrid

Department: Corporate -Trust Strategy

Managerially Accountable to: Head of Major Projects

Professionally Accountable to: Director of Strategy & Major Projects

Job Purpose:

This role is to lead the development of compliant business cases for investment in major projects. Typically, these will be in excess of £10m in value.

It requires an in-depth knowledge of the HM Treasury Green Book process for the development of business cases and the ability to co-ordinate and challenge the various technical inputs required through a programme management approach.

To support the delivery of a high quality, safe and compassionate healthcare service, all staff are expected to act as a role model to others in all aspects of their work and consistently demonstrate NNUH's 'PRIDE' values of People focused, Respect, Integrity, Dedication and Excellence and demonstrate behaviours that support and encourage an inclusive culture.

Overview of Essential Responsibilities:

Lead the development of strategic business cases, working closely with internal and external advisors, delivering innovative and transformational programmes of work at NNUH and across N&W Trusts.

Lead large and complex programmes in line with corporate strategy, standards and ethos, working with senior users and stakeholders to agree and specify the project objectives and deliverables, from Business case through to programme and project delivery and closure.

Deliver efficient, high-quality, strategic programmes and projects, capable of meeting all statutory, regulatory and NHS requirements ensuring alignment with the activity of the Trust and wider N&W ICS. Develop best practice for organisational change with clear accountability and governance arrangements, in line with the Trusts and NHS standards.

Continue to develop the ICS partnership by creating innovative solutions to the N&W Trust's key constraint issues of capacity and service delivery across the region. Liaising closely with N&W Trusts and external agencies to ensure their requirements are fully understood throughout all programmes of work.

To support the delivery of a high quality, safe and compassionate healthcare service, all staff are expected to act as a role model to others in all aspects of their work and consistently demonstrate NNUH's 'PRIDE' values of People focused, Respect, Integrity, Dedication and Excellence.

Providing and receiving highly complex, highly sensitive or highly contentious information where there are significant barriers to acceptance which need to be overcome using the highest level of interpersonal and communication skills, such as would be required when communicating in a hostile, antagonistic or highly emotive atmosphere.

Line Management/Financial Management Responsibilities:

Reflecting best practice at all times, lead and manage the development of compliant business cases through an appropriate full, shortform or justification business case and into delivery of strategic projects as required. Lead identification and development of the most appropriate solutions through the Better Business Cases approach, ensuring alignment to the Trust's strategic objectives. Develop the case for change to address the trust or trusts key strategic challenges, contributing to the trusts long term strategic plans.

Identify and manage the key internal & external stakeholders ensuring, appropriate engagement and communication mechanisms are agreed. Ensure stakeholder interests are identified and addressed together with the appropriate Programme Senior Responsible Owner (PSRO), Programme Director or Trust Executive Lead.

Liaise closely with other N&W Trusts and external agencies to ensure their requirements are fully understood, documented and maintained throughout the duration of the project or programme.

Work with key stakeholders to develop programme and project plans ensuring the flexibility required to meet conflicting/changing requirements. Establish robust and challenging delivery schedules, clearly highlighting the critical path showing tasks, resources and delivery periods.

Pro-actively manage internal and external stakeholders and engage with them over sensitive, contentious and confidential issues. Responding to and resolving conflict between different stakeholders when this arises, through facilitation, presentation in a formal setting or other appropriate mechanisms. Work collaboratively with the PSRO and Programme Director (where appropriate) to jointly manage senior stakeholders as required.

Design as required and follow all delivery methodologies in conjunction with Prince2 and MSP to manage the programme delivery on a day-to-day basis. Manage programme delivery of benefits through site project manager and workstreams as necessary and manage the change control processes as required, working with multidisciplinary project teams to plan and deliver successful change projects and programmes across the NNUH and/or N&W Trusts.
High degree of budget setting for several services.

Lead the planning, implementation and documentation of programme and project delivery activities identifying and obtaining any support/advice required for the management, planning and control of the project. Reporting to, as defined by the scope of the project, the SRO, Divisional, Executive level, senior users and stakeholders. Escalating issues through the Programmes Director and SROs as necessary.

Ensure business processes are properly considered as part of any project. Planning and advising on the implementation of new and changing business processes to facilitate and realise quality of service delivery and financial benefits.

Plan, develop and maintain overarching project and programme plans including detailed workstream tasks, to support delivery of programme and project milestones.

Support management of project issue and risk logs, including the development of contingency plans, initiating corrective action where necessary and escalating problems as appropriate via the agreed channels. Manage the delivery of agreed benefits, monitoring the impact on programme interdependencies and risks.

Work closely with programme and project risk process owners, ensuring risks are escalated as required to the Programme SRO, Programme Director, project SRO or agreed senior sponsor.

When leading significant service changes, understand how any new pathways, systems, processes and hardware/software can directly benefit systems users. Liaise closely with departments within the Trust or Trusts when required, to ensure their service needs are fully understood and detailed within relevant documentation, supporting the services governance processes where appropriate.

Lead the development of policies and procedures that result from the implemented changes to ensure project benefits are maximised. Manage the training process ensuring that the correct procedures are always followed, and all staff are educated and trained on any new operational pathways; systems; processes hardware/software as appropriate and to ensure compliance with trust policies.

Within the programme or project plan and agree the most appropriate and timely route to deliver changes. Ensure the appropriate liaison and agreements are in place with the PFI onsite together with any external off-site owners. Ensure safety, local governance systems, legal, regulatory standards and specialist services in the context of Inpatient and Outpatient settings, are adhered to and aligned with the activity of the Trust. Ensure the elements of any identified programme or project supports minimal disruption to services and the maintenance of quality throughout the project. Working

closely with any external agencies and reporting to relevant responsible parties e.g. Strategic Team; Divisional Team; Programme Board; Executive board members etc as required.

Manage the production of appropriate service and equipment specifications and documentation in line with users, service & legal requirements. Manage and ensure procurement best practice is followed within procurement projects.

Evaluate the value for money of new contracts, monitoring the performance of existing providers and ensuring that provider performance aligns, and complies, with contractual terms and conditions.

Manage, monitor and report project performance against project delivery, including milestone targets, cost against budget, quality timeline, creating structures for internal governance within the project or programme. Manage processes that ensure external programme governance requirements are met and timely approvals appropriately scheduled. Engage and lead as required internal and external assurance activities and reviews, acting on and monitoring completion of recommendations.

Monitor, support and communicate transition deliverables through project teams and stakeholders in accordance with the communication plan.

Manage the delivery of projected outcomes, and realisation of the benefits set out in the business case using databases to complete project audits e.g. impact on equity in service provision including access, report turnaround times and discrepancy rates.

Conduct lessons learned reviews at key stages of the project or programme, apply these to improve aspects of the programme and capture opportunities to develop best practices for future projects. Manage project closure and sign-off. Conduct end project evaluation, ensuring that benefits are realised within the specified timescale and end-project reports are prepared.

Develop effective relationships with external strategic partners, including local and national NHS bodies, local and national research partners, as well as equipment and service suppliers.

Establish the programme or project budgets, manage processes that ensure delivery within budget including Change Management. Has delegated responsibility in line with Trust SFI for that budget through the formal channels of project and trust governance.

Ensure that budgets are managed in accordance with the Trust's Standing Financial Instructions (SFI), working collaboratively with the Programme and Project Finance leads, acting where necessary to prevent or address variance in expenditure profiles. Formally manage use of contingency through the change management process.

Support identification of skill requirements and recruitment into programme and project roles as required. Manage the project team leads on a day-to-day basis. Manage relevant internal and external working groups/projects, services and initiatives to provide programme and project management and planning expertise as required.

Direct and indirect line management of project managers and other project resources.
Provide support, guidance and coaching for all reporting staff and project team.
Promote effective individual and team performance fostering an open culture where

individuals can learn. Prepare and actively participate in the Trust annual Performance Development Review process and progress reviews for self and responsible staff.

Represent the Trust in partnership projects and programmes at a senior level, including participation in committees, boards and ad hoc discussions.

Undertake in-depth specific technical and project management research tasks to ensure that the introduction of any new software/processes meets the organisations business requirements before they move into the operational area.

Specific Additional Responsibilities:

Functional Requirements			
Direct face to face patient contact	No	Blood/body fluid exposure	No
Exposure prone procedures (EPP)	No	Prevention and management of aggression	No
Manual handling	No	Crouching/stooping or kneeling	No
Night working/shift work	No	Frequent hand washing/wearing gloves	No
VDU user	Yes	Chemical sensitisers	No
Driving patients	No	Noise	No
		Other (please state)	Choose an item.

Job Specification:

		Means of Assessment
	Essential/ Desirable	Application Form/ Interview/Test
Qualifications/training and professional development <ul style="list-style-type: none"> • Master's or professional qualification e.g. Procurement or finance or equivalent experience • Educated to degree level or equivalent experience • Management/leadership qualification or equivalent experience at post graduate level, ideally in a commercial discipline. • 'Better Business Case' Practitioner level • 'Managing Successful Programmes' Practitioner level • Evidence of continued professional development • Any Further relevant training 	<p>E E E E D E D</p>	<p>A/I A/I A/I A/I A/I A/I A/I</p>

Experience		
<ul style="list-style-type: none"> • Significant experience of financial procedures including budget setting and working knowledge of financial processes 	E	A/I
<ul style="list-style-type: none"> • Business planning /annual planning/long term planning experience 	E	A/I
<ul style="list-style-type: none"> • In depth understanding of change management 	E	A/I
<ul style="list-style-type: none"> • Leadership experience in service improvements/ transformation and project management 	E	A/I
<ul style="list-style-type: none"> • Experience in process development including Change, Risk Management, Governance and Assurance 	E	A/I
<ul style="list-style-type: none"> • Experience in managing and executing governance processes including chairing of boards. 	E	A/I
<ul style="list-style-type: none"> • Significant experience of working in a management/leadership role 	E	A/I
<ul style="list-style-type: none"> • Significant experience of managing, leading and motivating a team 	E	A/I
<ul style="list-style-type: none"> • Experience in leading service changes to improve performance 	E	A/I
<ul style="list-style-type: none"> • Significant experience in leading projects 	E	A/I
<ul style="list-style-type: none"> • Significant experience in managing large budgets including budget setting 	E	A/I
<ul style="list-style-type: none"> • Significant business case development experience 	E	A/I
<ul style="list-style-type: none"> • Good understanding of the current NHS agenda and healthcare policy 	E	A/I
<ul style="list-style-type: none"> • Identification and interpretation of national policy including implementation of required changes 	E	A/I
<ul style="list-style-type: none"> • Able to use IT systems including Microsoft Office 	E	A/I

Skills, Abilities, Training and Knowledge		
<ul style="list-style-type: none"> Experienced in analytics and problem-solving – ability to analyse highly complex data/information and make judgements/draw conclusions – including ability to respond to unexpected demands 	E	A/I
<ul style="list-style-type: none"> Ability to work independently and make autonomous decisions 	E	A/I
<ul style="list-style-type: none"> Strong communication skills both written and verbal – able to provide and receive highly complex, sensitive information and use persuasion, influencing and negotiation with individuals and groups including stakeholders 	E	A/I
<ul style="list-style-type: none"> Ability to embrace, lead and drive change 	E	A/I
<ul style="list-style-type: none"> Ability to organise and prioritise own workload, appropriately direct others and adjust plans as required both in the short and long term 	E	A/I
<ul style="list-style-type: none"> Able to work flexibly to meet the demands of the role 		

Attitude, aptitude		
• Tactful and diplomatic.	E	A/I
• Commitment to service development.	E	A/I
• Operate flexible working relationships to meet the needs of the service.	E	A/I
• Innovative and imaginative.	E	A/I
• Team leader and decision maker	E	A/I
• Ability to work across boundaries	E	A/I
• Ability to manage a change process	E	A/I
• A self-motivator with evidence of Achievement or continuous professional development	E	A/I
• Effective leadership skills with a strong drive for service improvement.	E	A/I
• Ability to communicate across all levels	E	A/I
• Effective role model, demonstrating NNUH's PRIDE values of People focussed, Respect, Integrity, Dedication and Excellence	E	A/I
• Demonstrates understanding and commitment to Equality, Diversity and Inclusion	E	A/I

Reasonable adjustments will be considered to support disabled candidates in respect of the requirements of this role.

For information regarding general terms and conditions of employment please ask your line manager or Human Resources.

This job description currently indicates the main responsibilities of the post. It is not a complete list and may be amended and developed as necessary in consultation with the manager and post holder. We would aim to reach agreement on any changes, but if agreement is not possible, the Trust reserves the right to make changes to this job description.