

Job Title	Programme Manager
Job Purpose	<p>Programme Management is a vital component in the delivery of change and as Programme Manager the postholder is responsible and accountable for the programme start up, governance of the programme in conjunction with the Portfolio Office, management and delivery of the portfolio, programme closure and management of the benefits. The postholder is also responsible and accountable for budget and resource management of the projects to remain within the approved business cases.</p> <p>The Programme Manager is responsible for leading a defined set of interdependent projects and working with the business change professional the associated business change activities. They have primary responsibility for successful delivery of the required outcomes. In line with standards set by the Portfolio Office, this includes the establishment of appropriate governance and assurance, monitoring progress, managing risks and issues and ensuring the business readiness for change.</p> <p>The postholder identifies and manages stakeholder relationships and with excellent communication skills can cascade the vision of the programme and individual projects into delivery objectives for the team. The individual will be able to act as an arbiter and resolve issues between the various elements of the programme.</p> <p>The individual will have successfully managed several programmes including those with a technical component including leadership and delivery in leading projects of both a low and high level of complexity with high generally characterised as having a high degree of uncertainty, are large in size, politically sensitive, technically complex, have a large number of stakeholders and often need procedures and methodologies to be adapted to suit unique situations.</p> <p>The postholder will have experience of managing programmes with budgets up to £10M.</p>
Reports to	Deputy Director: Project Delivery and Business Change
Accountabilities	<p>The role holder will be responsible for the following:</p> <ul style="list-style-type: none"> • As a leader works with both internal and external senior stakeholders to ensure their interests are identified and addressed to influence and engage work to manage the programme effectively. • Communicates regularly and engages in professional debate to resolve issues and differences between stakeholders and to challenge assumptions.

- Provides visible leadership and line management for the Programme team and leads by example to evidence the organisational core values.
- Coaches and mentors programme and project individuals to enable individuals to operate effectively within their remit.
- Ensures that teams bond and meet regularly with monthly face to face meetings and quarterly full team meetings as a minimum.
- Acts as a Programme Management subject matter expert and provides direction and guidance on development to team and more broadly across the profession.
- Cascade vision and translate into delivery objectives for the team.
- Leads the plan and design programme in collaboration with Senior Leaders
- Leads the development and approval of the programme business case through the appropriate internal and external governance and approvals including with project leads and SMEs
- Identifies the requirement and secures resources, directs planning scheduling, resourcing and estimating for complex and large-scale programmes
- Ensures the delivery of new products or services from the programme/projects is to the appropriate level of quality, on time and within budget, in accordance with the programme plan and programme governance arrangements.
- Ensures the realisation of benefits for customers through planning and designing and that project outputs meet programme requirements
- Proactively monitors progress, unblocks and resolves risks and issues through negotiated agreement and corrective action.
- Responsible for overall integrity and coherence of the programme, ensuring consistency in delivery and plans assurance activities in line with the Assurance Framework.
- Ensures programme operates within the parameters set by CQC's internal governance model.
- Actively manages dependencies within the programme and works with stakeholders and project leads to ensure programme dependencies are accounted for.
- Profiles and monitors expenditure and costs against delivered and realised benefits as the programme progresses.

	<ul style="list-style-type: none"> • Produces and presents timely programme status reports to inform recommendations and decisions at the relevant Programme Board. • Manages conflict resolution and the unblocking of team issues. • Stays abreast of best practice and ensures continuous evaluation and improvement of CQC's approach to programme and project management. • Engages with key stakeholder groups to ensure the organisation understands the role of the Programme and the value the team brings.
Specific skills and experience	<p>Essential:</p> <ul style="list-style-type: none"> • Experience of delivering complex strategic programmes that contain a significant element of business change and digital transformation. • Exemplary knowledge of a wide range of programme/project methodologies and demonstrable experience of applying them appropriately in different contexts (e.g., PRINCE 2, AGILE). • Experience of improving performance by coaching individuals to work differently. • Tenacious, with an eye for detail and ability to pre-empt and solve problems. • An ability to influence senior stakeholders with wide ranging and often competing priorities. • Comfortable when managing conflict and is able to challenge constructively. • Strong interpersonal skills with an ability to work in a matrix environment, deliver through others and operate effectively at all levels. • Demonstrable experience of identifying, assessing and managing complex risks and issues. • Strong working knowledge of business case development including the financial business case and procurement processes. • Excellent organisation skills. • Highly proficient IT skills in Word, Excel, PowerPoint. • Experience of agile delivery practices <p>Desirable:</p> <ul style="list-style-type: none"> • Knowledge and experience of the Health and Social Care sector and/or Regulatory organisations.

	<ul style="list-style-type: none"> • Knowledge of service design
Typical qualifications and professional memberships	<p>Bachelor's degree in a related subject such as business, finance, project management, engineering,</p> <ul style="list-style-type: none"> • PRINCE2 Practitioner • Managing Successful Programmes Practitioner • Managing Successful Programmes Advanced Practitioner • Agile Project Management Practitioner • Management of Risk Practitioner • P3O Practitioner • APM Chartered Project Professional • APM Project Management Qualification
<u>Values & Behaviours</u>	<p>Excellence In my work for CQC:</p> <ul style="list-style-type: none"> • I set high standards for myself and others, and take accountability for results • I am ambitious to improve and innovate • I encourage improvement through continuous learning, • I make best use of people's time, and recognise the valuable contribution of others <p>Caring In my work for CQC:</p> <ul style="list-style-type: none"> • I am committed to making a positive difference to people's lives • I treat everyone with dignity and respect • I am thoughtful and listen to others • I actively support the well-being of others <p>Integrity In my work for CQC:</p> <ul style="list-style-type: none"> • I will do the right thing • I ensure my actions reflect my words • I am fair and open to challenge and have the courage to challenge others • I positively contribute to building trust with the public, colleagues and partners <p>Teamwork In my work for CQC:</p> <ul style="list-style-type: none"> • I provide high support and high challenge for my colleagues • I understand the impact my work has on others and how their work affects me • I recognise that we can't do this alone • I am adaptable to the changing needs of others

