Job Description

Job Details

Job Title: Programme Director – Transformation
Team: Transformation
Location: London or Manchester
Centre/Directorate: Health and Social Care
Terms & conditions: Agenda for Change
Pay band: Band 9
Contract: Permanent full time 37.5 hours per week

Accountabilities

Accountable to: Director – Health and Social Care
Responsible for: Transformation programme
Programme Manager
Project Manager

Operational reporting line diagram

Director, Health and Social Care

Programme Director

Transformation programme
Programme Manager
Project Manager
The National Institute for Health and Care Excellence (NICE) is the independent organisation responsible for providing national guidance and advice on promoting high quality health, public health and social care.

Our role is to improve outcomes for people using the NHS and other public health and social care services. We do this by producing evidence-based guidance and advice for health, public health and social care practitioners; developing quality standards and performance metrics for those providing and commissioning health, public health and social care services and providing a range of information services for commissioners, practitioners and managers across the spectrum of health and social care.

The Health and Social Care Directorate plays a central role in the delivery of NICE’s Implementation strategy, to drive and enable the effective use of NICE guidance and standards. This supports local improvement initiatives, improves outcomes, and helps reduce variation across the health and care system.

**Job purpose**

The post holder will be responsible for the planning, implementation and oversight of a programme of activities across the organisation that lead to the transformation of NICE in line with the agreed corporate vision. They will be directly responsible for all aspects of the management and delivery of the work of the transformation team, and work with business sponsors of multidisciplinary teams brought together from across the organisation to support delivery of transformational activity.

The role provides strategic advice and expert input to NICE’s transformation steering group, requiring significant practical experience of digital development, change and transformation. The post holder will work with senior business leaders to gain a good understanding of how NICE outputs are developed and used, and will be used in future, from a public, professional and commissioning perspective both by individuals and digital systems. The post holder will support the Director and staff they manage to engage with external organisations relevant to their responsibilities, including sponsors, academics and other arm’s length bodies.

The Programme Director will support the Director with the effective development and functioning of the Directorate through membership of the senior leadership team.

**Key relationships**


Internal: Staff of NICE

**Main duties and responsibilities**

The post holder will:

**Leadership and management**

- Take leadership responsibility for the operation and delivery of the transformation programme working closely with the Director as the overall Executive owner of the transformation programme.
• Identify opportunities for improving the organisation’s transformation programme, and work with the Director on long-term planning and transformation strategy across the organisation, leading the development of transformation delivery across NICE

• Work with a high degree of autonomy to direct the delivery of a high profile, highly complex programme by directing a portfolio of complex projects and interactions

• Manage all aspects of the delivery of the programme within the specialist areas of work, directing the planning and allocation of work and monitoring work programmes to ensure they are delivered according to the agreed timetable, quality standards and budget

• Manage the quantity and quality of the outputs of the programmes, to ensure that the business objectives of NICE transformation are met, with any potential risks identified and managed via solutions proposed to the Director

• Take overarching responsibility for the transformation methodology applied to the programme

• Co-ordinate resources to ensure NICE’s transformation programme is supported by consistent, high quality technical and project management support with sufficient operational capacity, in liaison with senior staff and team members

• Work with teams across the organisation to plan and prioritise the initial development and iterative improvement of digital tools and systems, business processes, and governance structure to meet the evolving requirements of the transformation programme

• Work with NICE organisational design teams to ensure organisational development implications of the programmes are considered and support the development of strategic plans to develop capacity and expertise to embed the transition to new structures, methods, processes, tools, systems and working practices arising from transformation goals.

• Ensure that there is an effective monitoring and evaluation system in place to assess the performance of the Programmes against benefit, value, objectives and targets, including Board reports

• Ensure key processes are defined and in place, including governance structures, plan management, change control, risks, issues, and document management to provide effective governance

• Prepare strategic and technical reports for the senior management team, the Board, and external audiences

• Work at a senior level within NICE in a highly pressured and sometimes volatile and hostile environment

• Provide advice and senior level support to the Director and NICE staff on highly complex issues, including the methodology, delivery and challenges of transformation

• Line manage staff in accordance with NICE policies and procedures, including performance review, setting objectives and personal development plans, mentoring, providing practical support and advice on day-to-day work, ensuring staff have access to appropriate training opportunities and undertaking disciplinary and grievance procedures as required
• Work with business sponsors to provide management and leadership to multidisciplinary teams including the prioritisation of activity in line with the goals of transformation programme and the value and benefits identified

• Contribute to staff recruitment and the development of staffing structures to facilitate the delivery of the transformation programme for NICE

• Provide expert leadership in developing and implementing a culture of transformation, working to embed the standards, behaviours and strategies needed to bring about lasting improvements in transformation at NICE.

• Provide cover and deputise for the Director in their absence, as required

• Undertake other duties as may be reasonably be required by the Director

_**Stakeholder relationship development and management**_

• Communicate the work of the programme at external meetings

• Develop strategic relationships and effective collaborations with external partners nationally to optimise the support provided and ensure expert input into the programmes

• Ensure effective user research and engagement across the programme

• Develop and maintain a respected professional profile nationally relating to best practice in specialist area, working closely with national and international agencies to promote area of work

• Represent NICE and the Directorate, providing professional input at relevant meetings of national organisations and professional bodies – often discussing highly sensitive and contentious information with hostile audiences

• Establish and maintain effective working relationships and engagement with internal teams and promote engagement of external participants in the work of the Directorate

• Ensure that staff within the Directorate develop effective working relationships with NICE colleagues and external stakeholder groups, providing support as necessary

• Give presentations to internal and external groups, including at conferences

• Chair groups/meetings and/or represent the Directorate/ NICE as appropriate

_**Financial and physical resources**_

• Oversee the management of the business planning and reporting function for the transformation programme

• Manage a devolved budget for own area of work to ensure best value for money, including signing off invoices, monitoring expenditure and providing budgetary reports

• Oversee the commissioning of external work, and the management of contractors, including supporting the working relationships with external suppliers

• Oversee the development and provision of information resources, ensuring that documentation is prepared in accordance with NICE standards, and meets the requirements of stakeholders

• Sign off documentation and correspondence to key stakeholders

_**Research and development**_
• Identify and analyse research and methodology documents as appropriate
• Evaluate activities within specialist programmes of work
• Commission expert involvement, research and/or surveys where appropriate to inform current and future planning for the transformation programme
• Carry out research into new developments, keeping up-to-date with best practice within transformation, using the results of any research undertaken to inform and improve services
• Advise on transformation process and methodological issues which may be highly complex and impact on the prioritisation, resourcing and delivery of the strategic goals

Training and continuous professional development
• Oversee the development and delivery of training in transformation and support the development of change champions across the organisation
• Undertake continuing personal and professional development to meet the changing demands of the job, and to satisfy the NHS Knowledge and Skills Framework requirements relating to the job
• Participate in appropriate training and development activities, and encourage and support the development and training of other staff

This job description does not purport to cover all aspects of the job holder’s duties but is intended to be indicative of the main areas of responsibility.

The post holder may be required to travel to meetings outside London/Manchester approximately 20 times per year which may include an overnight stay.

Equality and diversity
All NICE employees must have respect for every individual, treating everyone with dignity, courtesy, fairness and consideration, and welcoming and accepting differences between people. It is the responsibility of every employee to work towards the elimination of all discrimination and prejudice.

Health and safety
All NICE employees have a statutory duty of care for their own personal safety and that of others who may be affected by their acts or omissions. Employees are required to cooperate with management to enable NICE to meet its own legal duties.

Governance
All NICE employees must adhere to NICE policies and procedures and seek advice on these when in doubt as to their scope and applicability. Employees are specifically reminded that they must respect the confidentiality of all information they have access to during their employment including personal data. All staff are expected to respect the requirements of the General Data Protection Regulation (EU) 2016/679 and of the Freedom of Information Act 2000 and to seek guidance on these matters when in any doubt.
## Person Specification – Programme Director – Transformation

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<th>ESSENTIAL</th>
<th>Method of Assessment</th>
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<td><strong>QUALIFICATIONS</strong></td>
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<tr>
<td>• Post graduate level qualifications and/or equivalent level of knowledge acquired through practical experience in the delivery of organisational transformation</td>
<td>Application Form</td>
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<td><strong>KNOWLEDGE AND SKILLS</strong></td>
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<td>• Advanced theoretical and practical knowledge of change and organisational transformation and the methodologies and approaches that support successful delivery of a large complex programme</td>
<td>Application Form</td>
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<td>• Strong theoretical knowledge and practical understanding of the methodologies associated with iterative digital development, digitally enabled transformation and the barriers and facilitators of successful delivery</td>
<td>Application Form &amp; Interview &amp; Presentation</td>
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<td>• An understanding of the social, political, economic and technological context in which the NHS, Local Authorities and NICE operates</td>
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<td>• An awareness of the extent and nature of NICE’s stakeholder community</td>
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<td>• Excellent oral and written communication skills, including the ability to communicate highly complex ideas to a range of audiences where</td>
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there are significant barriers to acceptance which need to be overcome in a hostile, antagonistic or highly emotive atmosphere

- Excellent public presentation skills
- Ability to communicate and engage credibly and confidently, to generate trust and relationships with a range of colleagues, at all levels, both internally across multidisciplinary teams and from external organisations including at a national level
- Effective influencer and skilled negotiator in a potentially highly pressured, political and contentious environment
- Skilled in the resolution of highly complex issues with a pragmatic approach to support collaborative decision making to move forward
- Ability to identify, critically appraise, analyse and synthesise highly complex evidence and present it clearly and precisely both verbally and in writing
- Ability to plan and direct complex activities across teams and to cope with multiple and changing demands whilst ensuring delivery of high quality work within conflicting and demanding deadlines.
- Ability to think and act strategically and to exercise sound, pragmatic and measured judgement in the face of conflicting pressures and deadlines
- Ability to deploy, manage and prioritise resources effectively
- Ability to develop written policies and strategies to meet changing organisational needs
- Confident in the use of standard Microsoft
packages (including Word, Excel, PowerPoint, Access, Outlook) and ability to use the Internet to search for and resource information

**EXPERIENCE**

- Experience of working in a senior management role to deliver transformation activity in a complex environment
- Extensive experience of practical delivery of transformation approaches and the programme and change management activities required to enable transformation
- Experience of iterative digital development, digitally enabled transformation and the barriers and facilitators of successful delivery
- Experience of taking overall responsibility for a programme of work with minimal supervision
- Experience of working with a range of stakeholders in a range of settings
- Experience of developing effective relationships and working in partnership with senior professionals at a national level
- Experience of communicating with a range of audiences at all levels
- Line management and training experience
- Budget management experience
- Policy and research experience
- Experience of preparing reports and providing advice on complex issues at Director or Board level

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<td>Experience of working in publishing in a healthcare field.</td>
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**Job Description – Programme Director**

Cost code – to be inserted by HR/finance
| Experience of developing strategies to meet changing organisational needs |
| Experience of commissioning and managing work by external agencies and consultants |

**OTHER**
- An understanding and commitment to equality and diversity as per the Equality Act 2010
- An understanding of the legislative and statutory requirements e.g. Freedom of Information Act, General Data Protection Regulations
- Flexible attitude to working environment and ability to work as part of a team
- Enthusiasm, flair and imagination in identifying and taking opportunities
- Thorough attention to detail and high standards of accuracy
- Discretion in the handling of politically sensitive and confidential information

**Application Form & Interview**