

# Position Description

## Programme Lead



The Cooperative Bank

### Our purpose

Our long-term aspirations are to develop more long-term value-based relationships with our customers, and for our people to grow and develop so that they are better off working at the Co-operative.

### Our values

Our values represent who we are, how we think, and how we behave to bring these to life every day. You'll demonstrate behaviours that define our core values and support an inclusive culture with a strong teamwork spirit.



### About the team

The Enterprise Portfolio and Change Management team is responsible for leading the consistent use of a standardised set of skills, tools, and processes to support the delivery and execution of enterprise-wide business and regulatory change. Within the team are centralised project resources that lead and manage the Bank's bigger delivery and change projects and programmes of work, and specialist capability resources providing leadership, coaching, co-ordination of, and advice on our project, programme and change capabilities, frameworks and practices. Together, the team are focussed on uplifting programme and change management capability and practices to enable the Bank to respond quickly to market and regulatory changes, customer needs, and adoption of new technology, all whilst minimising unnecessary impact on its people and its customers.

### Purpose of this position

The Programme Lead role has been created to lead strategic programmes for the Bank from concept through to delivery and benefit realisation. These are the programmes of work that are the most complex for the business that have wide ranging impacts across people, process, and technology – including transformation, regulatory and compliance programmes. Therefore, leading the delivery of multiple cross-business work streams, effective stakeholder management and robust risk and operational management are critical to ensuring we execute on our strategy and meet our objectives.

This role will be the conduit between the Senior Leadership Team (SLT), programme governance and delivery teams, and will be responsible for the overall leadership, planning, scoping, tracking, and resourcing of programmes to meet their objectives.

The role will understand the Bank's wider strategic roadmap to ensure the programmes of work they are leading are aligned with other critical priority initiatives where required, and utilising the appropriate delivery methodologies, frameworks, and processes to deliver the programme successfully.

Having the ability to lead and influence the delivery of work through others via cross-functional delivery teams and indirect people management will be critical to ensuring teams are equipped and supported to enable the programme's success.

Position reports to: Head of Enterprise Portfolio and Change Management

**Challenges and opportunities of this role**

- Running complex, multi-year, programmes of work – including for example, the significant transformation of the Bank's core technology platforms
- Managing the input and engagement of stakeholders across all parts of the business who may have competing priorities.
- Resources need to be juggled across multiple strategic initiatives and ongoing BAU which requires effective prioritisation, planning and stakeholder management, all the while navigating this with SLT.
- Establishing a fit for purpose and flexible programme approach in an organisation with a distributed delivery model and a need to right-size the programme delivery approach for the size and scale of our Bank.

**How you will contribute:**

What you'll do	Success will mean
<b>Programme Leadership</b>	
<p>Lead critical programmes for the Bank, ensuring they are well managed from concept through to delivery and benefit realisation, utilising robust programme management methodologies and risk management strategies.</p> <p>Effective leadership of programme governance and strategic delivery of work programmes.</p>	<ul style="list-style-type: none"> <li>• Programmes are effectively initiated with clear objectives and defined outcomes and benefits.</li> <li>• Programme governance and reporting mechanisms are agreed and implemented and operating effectively.</li> <li>• Programme budgets are defined, approved, and actively managed.</li> <li>• Cross functional resources are identified and agreed with relevant SLT and hiring managers.</li> <li>• Work closely with SLT and other programme management resources to understand resourcing challenges and reprioritise as needed.</li> </ul>

What you'll do	Success will mean
	<ul style="list-style-type: none"> <li>• Programme risks are actively managed and escalated when needed to SLT/programme sponsor.</li> </ul>
<b>Stakeholder Management</b>	
<p>Effectively manage cross-business stakeholders including the Board, SLT, other senior managers, and external vendors to gain buy in to programmes, communicate progress and unblock issues.</p>	<ul style="list-style-type: none"> <li>• Stakeholders are engaged and committed to delivering outcomes and benefits of the programmes.</li> <li>• SLT and programme sponsors enabled to make informed decisions that support the successful delivery of the programme and risk management of the programme.</li> <li>• Issues are identified and escalated in a timely and appropriate manner.</li> <li>• External relationships (e.g., vendors) are managed professionally.</li> <li>• Conflicts or challenges are managed through to successful resolution, escalating where needed to SLT/programme sponsor.</li> <li>• Communications are fit for purpose for the audience, depending on their role to govern, manage or be informed.</li> </ul>
<b>Programme Management Framework</b>	
<p>Support the development and implementation of a fit for purpose programme management framework (tools, templates, approaches etc) for running strategic projects and initiatives that can be utilised for other programmes across the Bank as needed.</p>	<ul style="list-style-type: none"> <li>• A robust programme, project and change management methodology is adopted to successfully deliver the programmes of work.</li> <li>• The approach can be scaled/right sized for use by other programmes, projects, or initiatives.</li> </ul>
<b>Healthy and safe work environments</b>	
<p>Follow all health and safety policies, standards, emergency procedures and plans.</p> <p>Participate in health and safety activities, training and meetings as required.</p> <p>Reports hazards, near misses, injuries, incidents, and ideas for continuous improvement.</p> <p>Cease work if an unsafe situation arises and seek assistance.</p>	<ul style="list-style-type: none"> <li>• Having healthy and safe ways of working.</li> <li>• All workers feel empowered to and aware of opportunities to participate in health and safety activities.</li> <li>• Our people can easily report hazards, near misses, injuries, incidents, and ideas for continuous improvement.</li> <li>• Workers stop work if they feel unsafe and connect with their people leader or other workers for assistance.</li> </ul>

## Decision making and responsibilities

### a) Decisions and/or financial accountabilities:

- Management of programme budgets.
- Management of programme budgets (opex and capex).
- Significant contribution to business Objectives and Key Results (OKRs) in relation to risk, customer outcomes and people outcomes.

### b) Personnel Dimensions (Employees reporting to this position directly and indirectly)

**Number of staff:** 1-2 Direct reports

### c) Actions and decisions that are recommended to a higher level of management for approval:

- Expenditure decision outside of delegated authorities.

## Qualifications and experience

- A tertiary degree.
- At least 5 years' experience implementing large scale and complex programmes of work.
- Previous experience leading business change projects in any discipline.
- Previous experience working with senior leadership teams and managing cross business stakeholder relationships.
- Experience managing people in a line management or project management setting.
- Certification in project management or change management desirable but not essential.

## Skills and attributes

### Leadership Skills

All of our people are leaders, no matter their role in the organisation. The leadership skills we look for and actively develop in our people

- **Self-Aware:** You understand your own strengths, values and derailers and seek to be authentic in your leadership style. You have a growth mindset and want to be the best leader you can.
- **Team builder:** You understand that people have different motivators and styles, and you adapt your approach accordingly. You quickly mobilise and motivate teams of people to work co-operatively to get things done.
- **Influencer:** You want to make an impact beyond the borders of your role. You have presence and demonstrate 'horizontal leadership' across the organisation. You know the formal and informal channels to getting things done.
- **Change agent:** You are focused on the everyday improvement and innovation needed to create our digital future. You have the skills to not only conceive change, but to implement it effectively in an agile and flexible way. You are resilient in the face of setbacks.
- **Business savvy:** You understand how the Bank makes money and the drivers of long term value. You are attuned to market conditions, longer term trends and the changing needs of consumers.

- **Custodian:** In everything you do, you are focused on upholding our beliefs and working for the long-term benefit of the Bank and its customers.

### Technical Skills

- Programme and project management.
- Change management.
- Strong facilitation skills.

### Conceptual Skills

- Learning agility - able to learn, understand, apply and retain new information / learning / training.
- Problem identification and solving.
- Judgment and decision making.
- Conflict management and resolution.

### Personality Attributes

- Strong collaborator - ability to work effectively with other people and across teams.
- Stakeholder management and influencing skills.
- Communication skills - including verbal and written communication, listening skills, ability to clearly articulate thoughts, tailor communication for audience.