## **L&Q Group**

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| **Role title** | Lead Programme Delivery Manager (CTB) | | | | | | | **Date** | | 23/06/2021 | |
| **Reports to Title** | Senior Programme Delivery Manager (CTB) | | | | | | | **Version** | | 1.0 | |
| **DBS Disclosure Required:** | **Yes** |  | **No** | **X** | **Standard** |  | **Enhanced** |  | **Enhanced +** | |  |
| **Responsibility for End Results** | | | | | | | | | | | |
| Leadership of one of six strategic programmes forming part of the Change the Business portfolio. Working in partnership with the Programme Lead and Business Lead, ensures that the delivery of new products or services from a CTB programme is to the appropriate level of quality, on time and within budget, in accordance with the developed project plan, programme governance arrangements and the technology roadmap. Adhering to technology principles of ‘Buy over Build’ and ‘Cloud first’ strategies. Has demonstrable programme experience of planning technology change projects, influencing and shaping the delivery. Proactively monitors progress, unblocks, and resolves issues by taking corrective action. Works collaboratively with stakeholders at all levels and closely with the internal teams in order to deliver the programme’s strategic objectives. Responsible for overall delivery of the project from the technology perspective, ensuring consistency in delivery and assuring the quality of project outputs. | | | | | | | | | | | |
| **Key Responsibilities / Deliverables:** | | | | | | | | | | | |
| **Main Accountabilities:** List the major activities or functions necessary to achieve the job’s end results. The percentage of time spent on each of these should add up to 100%. | | | | | | | | | | | ***Time***  ***(%)*** |
| 1. **Programme Leadership**  * Lead a multi-disciplinary Technology delivery team to deliver targets and objectives of the strategic programme, working in collaboration with other strategic programmes and the Enterprise PMO. * Partners with Programme Lead and Business Lead for appropriate prioritisation; cross-functional partnership to remove impediments; inputs into reports on comprehensive programme status weekly to Portfolio governance team. * Provide detailed planning and management of entire Programme from the technology perspective, utilising standard programme methodologies. * Drive delivery and co-ordination of multiple projects and streams at a technology level to co-ordinate priorities and manage dependencies, risks and issues. * Manage technology resourcing from design to deployment and embedding. Manage delivery, working with stakeholders at all levels to resolve issues, and remove blockers. * Resolving issues and initiating appropriate corrective action. * Creative thinker with the ability to encourage creative ideas of others. Ability to handle multiple high priority tasks and projects simultaneously; able to work under pressure. | | | | | | | | | | | 20 |
| 1. **Strategy/achieving objectives**  * Responsibility for the management of the end-to-end delivery of technology solutions for the Programme throughout the lifecycle from idea to the validation of the outcome. * Provide delivery leadership and accurately reports on progress relative to roadmap schedule, scope, budget, and quality * Managing delivery via internal technology team or third parties using agile and more traditional methods. An experienced practitioner of the core principles of agile such as MVP, quick feedback loops, releasing value early and often, adaptive planning, eliminating waste, reducing WIP, fixing bottlenecks, delivering fast, continuous improvement and short planning cycles. Experience of waterfall delivery and standard project management techniques. | | | | | | | | | | | 30 |
| 1. **Working with others – internal**  * Responsibility for delivery squad’s ways of working providing leadership and matrix management of the delivery team. * Partners with Programme Lead and Business Lead to remove roadblocks and ensure that deliverables support the strategy of defined programme roadmap. * Uses initiative, judgement and influencing skills to inspire colleagues, teams, stakeholder groups, executives and other business users, winning hearts and minds to deliver sustainable agreed outcomes. * Celebrates success, and shares lessons learned, and champions the reasons for doing so. * Works with and influences senior level business owners, stakeholders and business users to land and embed change effectively and sustainably. * Collaborates with the portfolio team and wider business to ensure that programmes and projects align with strategic priorities, and are adjusted when needed to accommodate any changes to strategy direction or operating context. * Works directly with internal teams throughout the programme to progress activities and embed the new system into the business | | | | | | | | | | | 20 |
| 1. **Working with others – external**  * Dedicated to meeting the expectation and requirements of external customers, acts with business goals in mind; establishes and maintains effective relationships with third party technology partners. * Understanding best practice within the sector and the industry, liaising and building relationships with external organisations to leverage best practice. * Interfaces between the customer and solution provider during implementation to ensure customer requirements are successfully implemented in line with the plan | | | | | | | | | | | 10 |
| 1. **Budgetary responsibility**  * Adopt responsibility for the creation of value, and cost efficiency in all aspects of day-to-day work | | | | | | | | | | | 5 |
| 1. **Compliance**  * Ensure H&S, regulatory & governance compliance for areas under the job holder’s control * Manages risks, issues and interdependencies, and escalates these as required with recommended solutions and actions. * Maintains momentum to deliver within the agreed budget and timeline. | | | | | | | | | | | 5 |
| 1. **Records and systems**  * Maintain the necessary relevant records and systems, including defined strategic programme artefacts – on time, to L&Q standards. * Maintain and own technical project reports and project handover documentation. | | | | | | | | | | | 5 |
| 1. **Risks**  * Collaborate with colleagues to perform appropriate gap analysis and risk management of projects | | | | | | | | | | | 5 |

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| **Financial Responsibility:** Enter below any revenue, operating or capital budgets for which the role is accountable. | | | | |
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| **People Responsibility:**  Indicate below the number of employees for which the role has supervisory / management responsibility. If the number varies, indicate an average or a range. | | | | |
|  | | | ***Direct Reports*** | ***Indirect Reports*** |
| **Total** **Employees** | | | 0 | 8+ |
| Please list below any outsourced service providers that are managed by the role (e.g. payroll), or any functional / project management responsibilities. | | | | |
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| **Technical Knowledge/Skills** | | | |
| * Significant experience in a similar role within a large, fast moving business and will be highly proficient in both Agile and Waterfall software product delivery. | * Experience in matrix management of teams and individuals, helping them to develop, grow and acting as a coach to support their career progression. | | |
| * Experience in supporting and facilitating innovation in data driven delivery techniques through working with squads to enhance their estimation, metrics tracking, forecasting and planning tools. | * Ability to comprehend technical subjects including software development and systems architecture, as well as document/translate the basic meaning behind these subjects. | | |
| * Extensive experience in coaching and mentoring technology delivery teams using a variety of tools and techniques to influence those around you to optimise process and drive delivery. | * Experience delivering technology change within a cloud-first, business transformation context. | | |
| * You will have a track record of delivering complex technology initiatives in a fast-paced, results driven technology environment and have developed tools and techniques for working with autonomous agile teams. | * Experience using Azure DevOps or a similar tool to manage projects throughout the SDLC process is strongly preferred. | | |
| * Expertise in the Microsoft Office Suite, Microsoft Project, and Microsoft Visio are preferred. | * Excellent verbal and written communication skills with all levels of users and with management. | | |
| * Certified Scrum Master and Prince2 practitioner preferred | * Strong influencing, negotiation, and conflict resolution skills | | |
| **L&Q Values** | | | |
| These are our guiding principles. They describe how we deliver our mission and vision through our behaviours and actions. | | | |
| **People** | | | |
| * We care about the happiness and wellbeing of our customers and employees | | | |
| **Passion** | | | |
| * We approach everything with energy, drive, determination and enthusiasm | | | |
| **Inclusion** | | | |
| * We draw strength from our differences and work collaboratively | | | |
| **Responsibility** | | | |
| * We own problems and deliver effective, lasting solutions | | | |
| **Impact** | | | |
| * We measure what we do by the difference we make | | | |
| **Other** | | | |
| * Commit to supporting L&Q’s environmental policy and social mission * I will comply with all L&Q Health and Safety policies and procedures and commit to working towards best practice in the control of health and safety risks | | | |