



# Programme Manager 120792

Job Pack  
September 2022



# Contents

Welcome to NHS 24	3
Our Organisation	4
Our Structure	5
Transformation, Strategy, Planning and Performance Directorate	6
Our Centres	7
The Role	9
This Opportunity	10
The Job Description	11
Recruitment Process	16

# Welcome to NHS 24

Thank you for your interest in this position.

This information pack details information about both NHS 24 and this vacancy. I hope that you find this information useful and it helps inform your decision to apply to come and work with NHS 24.

Now is a great time to be joining NHS 24 as we continue to grow and deliver safe, responsive person centred services to the public of Scotland.

We are proud to employ 1800 staff across our centres in Scotland. As the Director of Workforce, I am committed to ensuring that NHS 24 is a great place to work. Our staff are our greatest asset who deliver high quality safe and effective care to our patients.

I am committed to putting our staff at the centre of everything we do and to working to a common set of values to guide the work we do, the decisions we take and the way we treat each other. Our values are: care and compassion; dignity and respect; openness, honesty and responsibility; and quality and teamwork.

If you would like to be part of our team and feel you have the skills and share our values I would be delighted to hear from you and welcome your application.

**Jacqui Hepburn**  
**Director of Workforce**

## Reference Material

You can find more information about NHS 24 and our services by copying and pasting the below links into a search engine:

<https://www.nhs24.scot/>

<https://www.nhs24.scot/our-services/>

<https://www.nhs24.scot/about-nhs-24/>

# Our Organisation

NHS 24 is the national provider of digital and telephone-based health and care services for Scotland. We provide people with access to information, care and advice through multiple channels including telephone, web and online.

We work in collaboration with partners, the public and our people to co-design services using technology and a digital first approach to sustainable service development and delivery.

## Our Services

As Scotland's national telecare and telehealth organisation, we're at the forefront of pioneering new and innovative ways of working. It might surprise you to know that we're not just a phone service, we increasingly engage with people in Scotland through our websites, social media and webchat.

There's no such thing as a typical job at NHS 24. We employ a wide range of clinical and non-clinical staff. From call handlers and nurse practitioners to physiotherapists and pharmacists the diversity of our workforce reflects the constantly evolving needs of our patients. As an integral part of the NHS in Scotland, NHS 24 continues to develop, provide, and facilitate an expanding range of multichannel, patient centred, safe and effective telehealth and tele-care services.

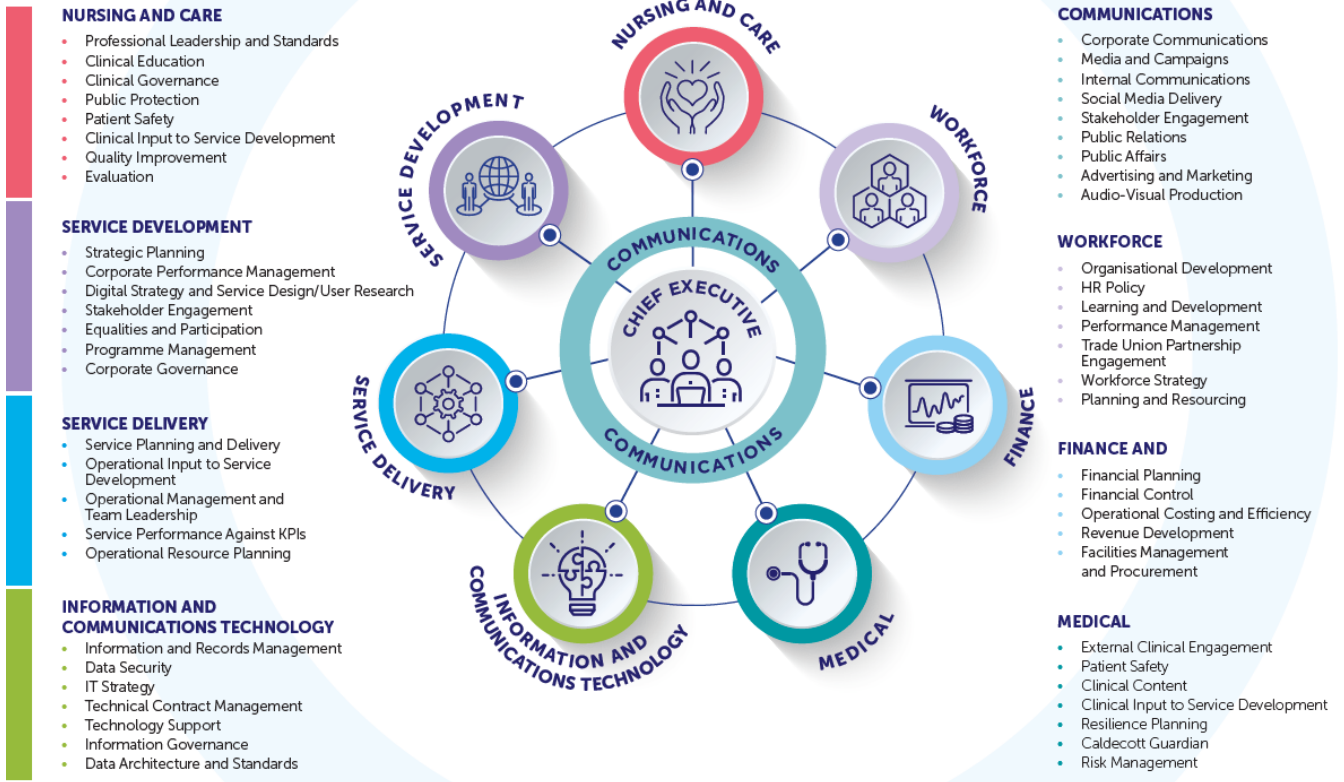
For example:

- People across Scotland can call NHS 24 using the free phone number 111. This gives people access to the help and advice they need when it cannot wait until their GP surgery reopens.
- NHS 24 works in close partnership with all Health Boards and the Scottish Ambulance Service to provide essential services to patients in need of urgent advice and care mainly during the out-of-hours period when their GP surgery is closed, but also now during the in-hours period as we work with our Health Care partners and continually review patient pathways
- NHS 24 employs a range of staff across its locations, including clinical and nonclinical staff and essential support services staff.
- NHS 24 provides access to trusted health information and support through a range of different services, including NHS inform, Care Information Scotland, Breathing Space, Living Life and Quit Your Way Scotland. Some of these services are available to the public via a range of delivery channels, including the internet, over the telephone and web chat.
- NHS 24 delivers a national health preparedness campaign on behalf of NHS Scotland called 'Be Health-Wise'. The campaign runs across the Easter and Festive, which are the busiest times of the year for the service.

# Our Structure



## Organisation Structure



# Transformation, Strategy, Planning and Performance Directorate

- This directorate brings together a range of functions collectively driving transformation and continuous improvement in the planning, design, development and delivery of NHS 24 services.
- Expertise across the range of directorate functions supports NHS 24 deliver effective, data and evidence driven, person-centred services with the population of Scotland, in collaboration with partners across health and care and beyond.
- The Directorate:
  - Sets out and drives forward the strategic ambitions for the organisation and contribution across the wider health and care system.
  - Supports the delivery of transformation programmes aligned with NHS 24s strategic ambitions.
  - Drives continuous improvement, optimising the performance and impact of our broad range of services for the public
  - Embeds its commitment to design principles, involvement and meaningful engagement with people

# Our Centres

We have six regional centres, three in the West, two in the East and one in the North of Scotland. We also have a number of local centres located across Scotland.

## Lumina Building, Hillington Park

40 Ainslie Road  
Hillington  
Glasgow  
G52 4RU



[Click here](#) to view the walking route planner from the station to the building, on Google maps.

### By Bus

There is a wide range of bus links to and around the Glasgow Airport Business Park from Buchanan Bus Station, Paisley Gilmour Street Train Station, and from Glasgow's West End and Braehead.

Some routes can be viewed on Glasgow Airport's website, in the section [To and From by Bus](#)

**The site also offers a Bike Hub for staff who cycle to work.**

## Cardonald Regional Centre

Caledonia House  
Fifty Pitches Road  
Cardonald Park  
Glasgow  
G51 4EB



The surrounding area benefits from exceptional public transport links, many of which directly serve Cardonald Park.

Cardonald has a dedicated railway station which is approximately a 10 minutes walk from Caledonia House, providing regular services to Glasgow Central Railway Station, (7 minutes) and Paisley Gilmour Street Station (8 minutes) at 30 minute intervals.

There are numerous bus routes nearby which link Cardonald to Hillington, Braehead and Paisley as well as a number of the services linking direct to Glasgow city centre.

- Braehead Shopping Centre 5 mins
- Glasgow City Centre 8 mins
- Glasgow International Airport 10 mins
- Glasgow's West End 15 mins
- Edinburgh 60 mins

### **Clydebank**

Aurora House,  
3 Aurora Avenue  
Clydebank  
G81 1BF



We have six regional centres, three in the West, two in the East and one in the North of Scotland. We also have a number of local centres.

Information of the location of all our Centres can be found by following this link:

<https://www.nhs24.scot/key-facts-about-nhs-24/our-centres/>

This post will be in our Regional Centre base in Clydebank at Aurora House.

# The Role –

## Programme Manager

Working as part of the wider programme team, you will be responsible for leading the design and delivery of programmes within the NHS 24 change portfolio. You will be responsible for the day to day management of the programme team and will work closely with internal colleagues and external suppliers.



## Skills

- Effective communication skills both written and verbal.
- Experienced negotiator/facilitator with the ability to influence others.
- Experience of using communication skills to facilitate robust /difficult conversations with internal and external stakeholders.
- Ability to operate effectively at senior management level.
- Leadership, team management and motivational skills.
- Procurement and contract management.
- Resource (staff and budgets) management planning.
- Risk and issue management.
- Benefits realisation management.
- Reporting and presentation skills.

With technology being a key enabler for our services both now and in the future, we would welcome applications from candidates with experience of delivering technology programmes in complex organisations.

See the job description for a full outline of the job specification.

## Qualifications

The Programme Manager should be educated to degree level or equivalent; with post-graduate professional education or have equivalent experience of programme and portfolio management preferably within the Health Service. They should also have Programme / Project Management methods e.g. PRINCE 2, Agile or MSP accreditation.

## Working patterns

37.5 hours, Monday to Friday covering 9am to 5.00pm.

# This Opportunity

<b>Job Reference:</b>	120792
<b>Position Title:</b>	Programme Manager
<b>Hours:</b>	37.5 hours per week
<b>Location:</b>	West Regional Centres – Lumina/Cardonald/Aurora This position will incorporate a Hybrid Working pattern
<b>Band:</b>	Band 8A
<b>Band:</b>	Permanent
<b>Salary:</b>	£50,470 - £54,482 per annum (pro rata) and enrolment into SPPA pension scheme. Placement on salary scale is dependent on confirmation of previous relevant NHS service.

## WHO ARE YOU?

Someone who is enthusiastic, focused, professional, and has the ability to listen sensitively and communicate clearly and accurately.

As a Programme Manager, you will be part of a wider programme team but also able to work under your own initiative. This role will see you working with colleagues across the organisation as well as externally with partner organisations, e.g. Territorial Boards, and technical suppliers on a daily basis. As part of a multi-disciplinary team at NHS 24 you can make a real difference to people's lives with a career that is exceptionally rewarding.

## OUR CENTRES & AVAILABLE HOURS

Successful applicants will be based at one of our West Regional Centres with Hybrid working from home available. The location and address of each centre is included within this pack.

The 37.5 hours per week post will involve mainly working Monday – Friday, 9am to 5pm.

## BENEFITS

NHS 24 offers a complete benefits package, with a permanent contract on Band 8A £50,470 - £54,482 (pro rata). Placement on salary scale is dependent on confirmation of previous relevant NHS service.

We also offer you many supportive policies to enhance your employee journey and have a comprehensive Employee Assistance Programme Provider, Cycle to Work scheme, bursary scheme and a range of learning and development. As an NHS Scotland employee you will be entitled to:

- 35 days annual leave (rising to 41) pro-rata
- development opportunities including study bursaries, e-learning and classroom based courses
- enhanced pay for working public holidays
- enrolment into the Scottish Public Pensions Agency (SPPA) pension scheme
- NHS discounts on goods and services
- HELP, employee support and assistance

## INTERESTED?

Should you wish to discuss this role further please contact Graham Mirtle, Hiring Manager NHS 24 on [Graham.Mirtle@nhs24.scot.nhs.uk](mailto:Graham.Mirtle@nhs24.scot.nhs.uk)

# Job Description

<b>Job Title:</b>	Programme Manager
<b>Reporting To:</b>	Senior Programme Manager
<b>Directorate/Location:</b>	Service Development Directorate
<b>1. JOB PURPOSE</b>	
<p>The post holder will be responsible for the programme management of organisational initiatives and programmes of work which relate to the organisational ambition and direction as set through our corporate strategy. This will involve multiple programmes/project work streams at any one time, and are external and internal facing. The post holder will be responsible for the day to day management of project teams within their portfolio of work. The post holder will plan and execute programmes and projects to high quality standards underpinned by an MSP Framework.</p>	
<b>2. ORGANISATIONAL POSITION</b>	
<pre> graph TD     A[Senior Programme Manager] --- B[Programme Manager]     B --- C[Senior Project Managers]   </pre>	
<b>3. SCOPE &amp; RANGE</b>	
<p>The remit of the Service Development Directorate includes responsibility for the organisation's strategic Change Portfolio and associated pipeline activity, including links to national policy priorities and workstreams. Service Development will be responsible for the introduction and growth of new services into NHS 24, as part of the delivery of its corporate strategy. The Directorate will also hold responsibility to support the transformation of existing services and support functions through the provision of expertise across the three main functions of the directorate including; Engagement and User Research Function, Digital Function and Service Development Function.</p> <p>The post holder will hold lead responsibility for all internal and external facing programmes of change/transformation at a portfolio level. This includes use of industry best practice in the delivery of complex programmes of work, Managing Successful Programmes (MSP) and Prince 2, as well as ensuring the skills within the Programme Management Team are developed to meet the requirements of NHS 24.</p>	

The scope of work covers all areas of Programme Delivery within NHS 24 incorporating people, processes and technology.

Line management responsibility for multiple programme and project teams.

In some instances management responsibility for suppliers and 3<sup>rd</sup> parties delivering projects within the overall programme.

Building external and third party relationships across stakeholders to ensure full commitment and support for the delivery of the portfolio.

Responsible to the Senior Programme Manager for all performance reporting on programmes of work, including programme status, resourcing, risks and issues, escalations and budget.

#### **4. MAIN DUTIES/RESPONSIBILITIES**

##### **Programme Management:**

The post holder will be responsible for the establishment and programme management of a complex portfolio of projects across the internal and external facing environment. Managing change and development of new and existing services within NHS 24. The post holder will:

- Define and scope major strategic projects and programmes of work for NHS 24 and produce project plans and proposals to secure funding and resources for these.
- Establish projects milestones, timescales and project plans which meet the requirements of all key stakeholders in time, cost and quality. Collaborate and negotiate with a wide range of individuals at senior level within NHS 24 and across the health and care system and with 3rd party suppliers to ensure the delivery of initiatives.
- Undertake operational risk analysis to inform and advise the Senior Programme Manager and Executive Sponsors on any risks within the programme of work and advise on options for mitigating and managing risks to ensure the achievement of programme milestones and delivery of expected outcomes.
- Design and implement communication strategies to ensure all major stakeholders are informed during the programme lifespan.
- Monitor the delivery of new programmes and developments to ensure the continued improvement through an agile approach to delivery.
- Fully evaluate programme of work after implementation, embedding learning as routine practice.
- Produce comprehensive benefits realisation plans.
- In managing change, ensure stakeholders are supported and mentored through the change process.
- Work collaboratively with other agencies, Boards, Health and Social Care Partnerships, third sector and the public to deliver tests of change, projects and programmes into a business as usual environment.
- Utilise the organisation's Programme Management Framework to plan and execute programmes to a high standard.

##### **Financial Management**

Develop and maintain operating and capital budgets for projects and programmes within the portfolio. Ensure that budget includes anticipation of change and capacity planning. Monthly tracking of actual against budget and undertake reviews as required. Responsible for reporting as appropriate to the relevant committees for all costs within the portfolio.

- Pay Budget – budgets will be programme specific.
- Authority to spend - £5K
- Ensure timely and appropriate business case development within programmes and projects.
- Monthly tracking of actual against budget and undertake re-forecasts as required.

### **Risk Management**

- Management of programme risk, including preparation and submission of a Risk Management Plan, a Programme Risk Register, and a Risk Action / Mitigation Plan.
- Report risks appropriately to relevant committees and suppliers. The Programme Manager will make decisions on when to escalate issues and provide an impact assessment and options required to address issues.
- Manage escalated risks from Projects and Programmes, reporting these to the Senior Programme Manager and relevant committees as appropriate.

## **5. SYSTEMS & EQUIPMENT**

The Programme Manager will be expected to competently design, develop and maintain adequate databases and plans using computerised systems in order to provide up to date, relevant and accurate information for all parties involved in the programme by using a range of systems and equipment, including but not limited to:

Microsoft Word – For general day-to-day use including report, planning and copywriting.

Microsoft Excel – For the storage and production of data such as databases, questionnaires, mail-merges.

Microsoft PowerPoint – For producing presentations to update stakeholders.

Microsoft Outlook – For effective and efficient communication with everyone in the organisation and external stakeholders as well as diary management.

Microsoft Access – For effective database management.

Microsoft Project – The post holder will be an expert user in this product used for effectively planning and managing programmes and projects

SharePoint/Document management systems – for collating, storing and presenting a structured approach to document management.

## **6. DECISIONS & JUDGEMENTS**

Objectives are set by the Senior Programme Manager in accordance with the Directorate and Executive Management Team objectives and associated timescales, however the post holder is expected to develop, manage and prioritise his/her own workload.

- The post holder is responsible for the scoping, planning and delivery of the portfolio of change aligned to the corporate strategy and in that respect the post holder works semi-autonomously, referring to the Programme Sponsor and/or Senior Programme Manager for guidance if required.
- The post holder is required to interpret a wide range of complex issues, where there is frequently conflicting information, assessing possible courses of action and making recommendations on implementation.

- The post holder is required to take decisions regarding the delegation of key responsibilities to Senior Project Managers and work stream leads.
- The post holder is required to make judgements about the delivery of complex and unwelcome information where the recipient is potentially resistant to change or redesign.
- Decisions and amendment to work plans are also required where there are conflicting priorities.
- Review progress with Programme Boards and relevant committees as appropriate.

## 7. COMMUNICATIONS & RELATIONSHIPS

Communication is a core element of the post from motivation / persuasion through to negotiation. Types of communication would include but not limited to:

- Regular formal presentations to Board / Executive level groups, user groups clinicians, 3<sup>rd</sup> parties, internal and external stakeholders etc.
- Regular written reports and proposals aimed at both technical and non-technical audiences
- Participation, facilitation, including chairing, multi disciplinary groups
- Participation in national working groups

The post holder provides interpretation and analysis and decisions on a range of complex facts or options which can require delivery to groups who can potentially be hostile and antagonistic. The post holder can be subject to challenge and confrontation.

The post holder is required to manage and reconcile conflicting views (both internally and externally) where there are significant barriers to acceptance and understanding.

The post holder is required to demonstrate competence in consultation, negotiation and influencing skills.

The post holder is responsible for identifying synergies with any other programmes of work currently underway or services provided by NHS 24 suppliers.

## 8. PHYSICAL DEMANDS OF THE JOB

### Mental Effort

Whilst planning programmes, there will be a requirement for the post holder to maintain intense concentration for what maybe a prolonged period of time in order to fully understand the business and technical requirements of the organisation and how a project will map across to fit these requirements. Additionally, prolonged concentration is required when modelling the impact of new programmes using tools such as MS Project.

Working within an open plan office, the post holder will be required to maintain levels of concentration for report writing and system testing, whilst being subject to frequent interruptions.

### Working Conditions

Due to the national remit of this post and both internal and externally facing programmes, there will be a frequent requirement for the post holder to travel between NHS 24 sites and partner locations throughout Scotland.

## 9. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

The post holder will be required to generate new and innovative plans to meet the challenges of a complex and challenging programme of work.

The post holder will be required to explain/present highly complex ideas and plans to senior management and external stakeholders. Anticipating potential objections and preparing in accordance with these.

Influencing at a strategic level, explaining the benefits of proposed programme.

The post holder will from time to time have to reflect and deal with differing recommendations from different members of the supply chain and make recommendations and be able to fully explain and justify their logic and approach.

## 10. KNOWLEDGE, TRAINING & EXPERIENCE REQUIRED TO DO THE JOB

### Education

- Educated to degree level in a relevant field and/or equivalent experience
- Programme Management qualification(s) including PRINCE2 accreditation

### Communication:

- Effective communication skills both written and verbal
- Experienced negotiator/facilitator with the ability to influence others.
- Experience of using communication skills to facilitate robust /difficult conversations with internal and external stakeholders.

### Business Management:

- Decision making and judgement
- High degree of business acumen
- Capturing, understanding and integrating business requirements
- Sound and creative problem solving ability.
- Analytical Reasoning
- Ability to operate effectively at Senior Management level

### Specific Technical Areas:

- Significant complex project or programme experience at project manager/ programme manager level across a range of specialties including operational management, technology/digital delivery, support functions to required standards.
- Expert knowledge of Project and Programme Methodologies
- Proven ability to manage medium to large projects, activities and outcomes to required standards
- Proven track record in innovating to resolve issues that threaten to impact on achievement of project milestones.
- Team management and motivational skills
- Procurement experience
- Package/Product Evaluation
- Professional Skills
- Resource management planning
- Risk and Issue Management
- Benefits realisation management
- Reporting skills

# Recruitment Process

The NHSScotland Everyone Matters 20:20 Workforce Vision outlines the commitment the Scottish Government has in putting people at the centre of everything the NHS in Scotland does. Working to a common set of values will guide the work staff do, the decisions that we take and the way we treat each other. Using a Values Based Approach to recruitment will ensure that NHS 24 staff members not only have the competencies required for the role, but they will live and breathe the values needed, to ensure that patients receive the best possible care, and that all staff are valued and treated well.

We will use a Values Based Approach in our selection process, which will consist of the following assessments:

**Application Shortlisting** – application forms received are reviewed and those meeting the role requirements will be invited to a competency based interview.

**Psychometric Testing** – candidates whose application passes shortlisting will be invited to complete a psychometric test via an external resource.

**Interview / Assessment** – these competency-based interviews have a focus on NHS 24 Values and the candidate's technical expertise. The interview may also include a role specific test or a presentation topic.

## QUERIES:

For any queries in relation to this vacancy, please contact a member of the HR Business Support Team via email at: [recruitment24@nhs24.scot.nhs.uk](mailto:recruitment24@nhs24.scot.nhs.uk)

## GENERAL:

### Equality & Diversity:

NHS 24 is committed to equality & diversity:

<http://www.nhs24.scot/about-nhs-24/policies/equality-and-diversity/>

### Working Time Directive:

Where you choose to combine working with NHS 24 and another employer, please note that NHS 24 complies with the Working Time Directive regulations of staff working no more than 48 hours per week on average across all employments with appropriate rest breaks between shifts.

## APPLICATION DETAILS

OFFICIAL

If you think this is the career for you, then please submit an online application no later than midnight on **12/10/2022**.

The Candidate Application Guide included with this vacancy provides information on how to make the most of your application.

\*Candidates submitted via Recruitment Agencies will not be considered for this post.