

GROUP PROGRAMME MANAGER

Candidate Pack



Job Summary

This summary has been generated using AI to provide a clear and accessible overview of the role. It is intended to support candidates who may find the full job description harder to read. Our goal is to make the application process more accessible and inclusive for everyone.

- This role helps bring two NHS Trusts together to work as one team.
- You will lead the plan that shows how the Trusts will join up and work better together.
- You'll work with senior leaders and other teams to make sure the plan is clear, on track, and well managed.
- You'll help spot problems early and find ways to fix them, using good project management skills.
- You'll make sure everyone involved knows what's happening and shares ideas and updates.
- You'll help make services better for patients and staff across Shropshire, Telford and Wrekin.

Job Description

Job title:	Group Programme Manager
Grade:	8B
Site:	The Royal Shrewsbury Hospital (flexible)
Accountable to:	Director of Strategy & Partnerships SaTH with link to Deputy CEO/Director of Finance Shropcom
DBS required:	No

Key relationships:

- Chair in Common – SATH and Shropcom
- CEO in common – SATH and Shropcom
- Trust Boards – SATH and Shropcom
- Senior Leadership Teams - SATH and Shropcom
- NHS England – Midlands & East regional leads
- Chief Communication Officer – SATH

Job summary

The work to establish a Group model between The Shrewsbury and Telford Hospital NHS Trust (SaTH) and Shropshire Community Health NHS Trust (ShropCom) provides an exciting opportunity to transform health services across Shropshire Telford and Wrekin (STW). By forming a Group model, both trusts believe they can deliver better care for patients and a better experience for staff through joint working. A Group

model will build on the strong foundations that already exist to continue to strengthen local services, improve resilience and performance and deliver value for taxpayers.

The aims of the Group model are to provide a united and stronger provider voice, that works together with partners, to respond to the collective challenges faced across STW Integrated Care System, and neighbouring areas. Acting as one NHS and working at scale, the trusts believe shared leadership will address the clinical, performance and financial pressures and enable the shift towards a preventative and neighbourhood service to meet the needs of an ageing and growing population.

The Group Case for Change will be reviewed by the 2 Trust Boards in September 2025, and the development and implementation of the Transition Plan will follow quickly.

Working with the SATH Director of Strategy & Partnerships as lead executive, and with both Trust Boards and senior leadership teams, the Programme Manager will have day to day responsibility for developing, managing and reporting on the detailed Group Transition Plan, which describes the plan to bring the 2 Trusts together into the Group. The post holder will also work with Trust and system PMO teams, Transition Plan workstream leads, SATH and Shropcom divisions and external stakeholders to deliver on the programme's objectives.

The post holder will manage sensitive and potentially contentious areas of work, and complex details and priorities, which require discretion, maturity and careful judgement. The programme is wide-ranging and time-critical, and the role will also require a determined and self-driven approach. Using established project management methodology, the post holder will develop and oversee an effective framework for managing performance across the Transition Plan work-streams, as well as ensure effective reporting mechanisms are in place including the management of programme risk and issues. Working with the Trusts Directors of Governance, you will establish clear governance and reporting structure which meets both programme and organisational standards for good governance and Board assurance.

Key responsibilities

The general responsibilities of the postholder will be:

- To be responsible for establishing and managing the detailed Group Transition Plan and associated programme of work.
- To support the Programme Director/SRO in the alignment of the transition plan to Trust and system medium term planning objectives, including Neighbourhood health and Hospital Transformation projects.
- To lead on the development and implementation of robust and consistent Programme and Project Management methodologies.

- To be responsible for reviewing and confirming that the Programme and workstreams are continuing to meet the stated objectives and deliver defined outcomes
- To prepare, manage and up-date Programme and workstream Plans aligned to Programme Milestones.
- To be responsible for the development, implementation and management of robust programme risk management processes, related to the development and implementation of the Group.
- To be responsible for the development and implementation of robust communications across the Programme Team to support the implementation of Programme and Project Management methodologies and processes (aligned to the Programme comms and engagement plan).
- To support the identification of benefits and outcomes and be responsible for setting up a mechanism for monitoring the achievement of those benefits and outcomes.
- To establish and co-ordinate the recording and dissemination of Lessons Learned from other systems and Trusts who have implemented Group models, including benchmarking against other similar programmes.
- To liaise with other Trusts that have implemented Groups, to identify and disseminate best-practice across the Programme/Projects and the wider organisations.
- To be responsible for gathering, analysing, interpreting and presenting complex Project and Programme information.
- To identify, collate and manage performance information relating to the delivery of approved Projects and the wider Programme and identify KPIs/reporting metrics that can be used to monitor the delivery.
- To define, document and implement robust Programme Management and reporting processes and procedures to include Programme and Project workstream reporting procedures.
- To identify, manage and track programme and project inter-dependencies.
- To define, document, implement and manage the standards for document management for the programme including storage and version control.
- To be responsible for the development and communication of a centralised filing system for key Programme and project documentation.
- To manage the key decisions and a Programme Forward Plan, agendas and documentation for all Boards and Committees, with particular support to the joint Group Transition Committee
- To contribute to other organisational-wide Projects as may be required from time-to-time.
- To take responsibility for both own workload and noting demands of others, being responsible for a range of complex activities, planning ahead taking into account known requirements throughout the period, working flexibly, putting contingencies in place, reassessing priorities and dealing with a range of competing and changing demands, tight deadlines and a frequently pressurised environment.

- To be creative and innovative, able to propose and develop changes to working practices and procedures, auditing work on a regular basis to ensure the continual improvement of the services

Key Responsibilities – supporting information

- The post holder will work from:
 - Group Model Case for Change
 - OD and comms plan
 - NHSE assurance guidance and outcome of review process
- Establish, coordinate, and chair appropriate groups - up to and including strategic level groups, that are necessary to support the successful delivery of the portfolio. This will include regular communication, planning and scheduling of meetings, setting agendas, and ensuring progress and completion of agreed actions.
- Create and produce project initiation documents, project plans, project reports, risk and issues log and other documents.
- Manage a system of project tracking ensuring all specified tasks are completed within the agreed timeframe and/or remedial action is put in place. This will be done through delegated authority to respective members of the 2 Trusts, as required through the Gorup Transition Committee.
- Create and use standard project documentation and templates for use by all projects within the programme.
- Support the setting of agendas and provision of reports for Group Transition Committee, supporting the Trusts Directors of Governance and other executives and leads.

Communication and relationship skills

The post holder will develop and maintain constructive relationships with a broad range of internal and external stakeholders. Responsible for liaison with a wide range of internal (SATH and Shropcom) and external stakeholders, ensuring communications are carried out in language that is understood by all colleagues.

The post holder will be required to communicate information to a variety of groups including more than 20 people or more in a formal setting. This could be via a

presentation or other meeting where the audience may not be known to the post holder, this could also be in person. There may be occasions during these meetings that the groups of people may have a mixed or conflicting interest. These groups will include representatives from within and external to the organization (including Department of Health and NHSE).

Includes attendance at, and coordinating the submission of, appropriate written reports, briefings and action plans to departmental board meetings and up to Executive Team/Board and ICB.

Liaise directly with the corporate communications team to ensure all Group Programme messaging and communications are aligned with the corporate standards and policies. This is an exciting but potentially sensitive program, as such requires a high degree of knowledge and skill from the post holder.

Communications will also encompass:

- Inform groups of key deliverables and risks where applicable for the project. This at times will require persuasive and motivational skills to enable collaborative working where there may be resistance to change.
- To be able to prioritise and use a range of communications tools and techniques as appropriate to differing workload situations and different stakeholder groups, producing reports on a range of subjects on both regular and ad hoc basis. The reports will be both internal and system wide and will be presented at Board level. To be proactive and appropriate in the dissemination of information, motivational in technique and possess a good level of negotiation skills.
- Actively work towards developing and maintaining effective working relationships both within and outside the Trust.
- Actively contribute to the delivery of the programme, supporting clinical and corporate teams; acting as a credible source of information for other organisations.
- Explore the potential for collaborative working and take opportunities to initiate and sustain such relationships.

Knowledge, training and experience

- The post holder has knowledge of a wide range of specific project areas, acquired through post graduate diploma or equivalent experience or training, plus further specialist project management knowledge or experience to master's level equivalent.

- Prioritise your own workload within agreed objectives deciding when to refer to others as appropriate.
- Good understanding of the wider NHS, current health agenda including reconfiguration and system change transformation.
- An in-depth understanding of the full project lifecycle within a health care environment. This means a comprehension of the complex interrelationship of the programme, the changes to clinical, system wide and organisational processes that will impact on health care across SaTH and the wider population of STW .
- Hold responsibility for the risk management and reporting across the programme and initiate systems and processes that align with Trust policies and procedures.
- High degree of understanding of the importance of governance and the issues involved
- Participate in the Trust's appraisal system, matching organisational aims with individual objectives and undertaking appropriate training as required.

Analytical and judgmental skills

- The post holder may undertake data collection relating to the project and analysing the data captured.
- The post holder will come across a range of highly complex situations or facts comprising several components of data and analysis. This will be required to be analyzed and interpreted for comparison and any potential Programme impact and risk analysis undertaken. Confident in making decisions on a range of highly complex project issues where there may be more than one course of action.
- Contribute to the development of key performance indicators (and other relevant performance metrics) for the successful assessment of project success.

Planning and Reporting

- The post holder is required to consider, interpret, manage and deliver highly complex information and decision making on a frequent basis. This includes the requirement to review, revise and originate policies and procedures in line with organisation, ICS and National governance frameworks.
- Organise a broad range of complex activities which may impact across the whole organisation/Group or system, which often involves uncertainty.
- Develop a range of plans for workstream performance and service improvement in new areas across organisations.
- Ensure robust design, development, and regular updates of the programme with tracked interdependencies, planning and implementation plans, communication and engagement plans, risk management processes, resource plans, benefits realisation plans, quality and safety impact assessments, project delivery plan, milestone reviews and evaluation reports. Continuously working with internal stakeholders to ensure engagement and sign-up.
- Responsible for the management of project performance tracking, including monitoring of project costs. This will include providing regular reports (including highlight reports) and dashboards to ensure Group Transition Committee, Executive teams, Senior leadership teams, Project Teams, and other key forums are informed on progress against the milestones of delivery of the Programme

Physical skills / Mental and Emotional effort

- Standard keyboard skills are required, and the role will require significant and frequent time spent on analysing detailed documents displayed on VDU/screens. This will require a high degree of concentration for protracted periods on a more than daily basis.
- The post holder must be able to travel between hospital and community sites locations as required.

Mental effort

- The post holder will undertake periods of intense concentration when analysing information, writing and producing reports. This can be continuous for up to 8 hours each day (with a 30 min lunch break). This is a required aspect of the job.
- The post also requires a high level of concentration when attending meetings or writing reports or reviewing programme analysis. This can also be to investigate problems ie financial discrepancies, understanding why the programme may have gone off track and any mitigating actions to reduce impact

Emotional effort

- The post holder may be exposed to challenging circumstances for example, to meet deadlines and dealing with staff conflict. This can involve dealing with staff conflict where performance targets have not been met. This can happen on a regular and frequent basis.
- The post will require light physical effort with a combination of sitting, standing and walking.
- There is a frequent requirement for concentration in instances such as compiling highly complex and detailed Programme information/performance reports, checking documents and analysing statistics whilst managing conflicting priorities.
- The post holder will deal with unpredictable interruptions from the telephone, and often change activity as per the demands of the business. (eg urgent media enquiry)
- There will be occasional exposure to emotional or distressing situations. For example, the post holder may need to interact and sometimes deliver unwelcome news to programme stakeholders who may be negatively impacted by proposed changes or resistant to change and will need to handle these situations with empathy and tact, developing personal resilience to respond appropriately

Responsibility for Financial & Physical Resources

The post holder will have a key role in the successful development of the Group Implementation Programme and transition plan, which is vital element in both Trusts strategic objectives. This will involve:

- Ensuring that risk management and contractual change procedures are implemented and actively used to assess the effect of any change in a project in terms of cost, timescales and resources, escalating where the budget is compromised
- Track the programme spend on external advisory costs and report these each month as these are identified.
- Must be able to identify opportunity and to develop plans for the cost efficient / cost effective use of resources in the programme. This includes early identification of value for money and efficiency opportunities as part of the transition plan development.

Staff

The post holder will not have any direct line management responsibilities

Responsibility for Information Resources and Policy / Service Development

- The post holder will ensure adherence to the established Programme governance flow, providing regular information for consumption by the relevant committees, Boards and executive teams, and undertake reporting via monthly status reports to support delivery of the overall Programme.
- Liaise with the Corporate PMO, System wide PMO and any temporary PMOs, to ensure alignment and triangulation of information being disseminated
- Hold regular meetings with the 2 Trusts Directors of Governance to identify any requirements to update the Board Assurance Frameworks.
- The post holder maybe required to capture and record formal minutes at board meetings which will be distributed across multi organisations.

- The post holder will be responsible for the project information systems and resources in order to ensure appropriate data; reports and information are available to the relevant groups within the governance structure and wider health economy.
- The post holder is responsible for developing and maintaining all key project documentation such as; programme reports, project plans and risk and issues logs, providing timely and accurate updates as required.

Confidentiality

- Ensure confidentiality is maintained at all times. Provide and receive sensitive and complex and sometimes contentious information with appropriate tact and diplomacy to ensure confidentiality is maintained.
- Ensure that any data received relating to staff/patient is treated in the strictest confidence at all times.

Freedom to Act

- To be aware of and adhere to policies and procedures of the Trust and to take responsibility for the interpretation of these policies and how these can be initiated and implemented in own specialised area of expertise and work and to propose changes to wider practices within the team.
- Knowledgeable and experienced to carry out tasks independently using own initiative with minimal supervision and prioritise and manage own workload accordingly.

Infection Prevention and Control

The prevention and management of acquired infection is a key priority for the Trust. Any breach of infection control policies is a serious matter which may result in disciplinary action. As an employee of the Trust you have a responsibility to:

- Ensure that your work methods are compliant with the Trust's agreed policies and procedures and do not endanger other people or yourself; and be aware of infection prevention and control policies, practices and guidelines appropriate for your duties and you must follow these at all times to maintain a safe environment for patients, visitors and staff; and

- Maintain an up to date knowledge of infection prevention and control, policies, practices and procedures through attendance at annual mandatory updates and on-going continuing professional development; and
- Challenge poor infection prevention and control practices of others and to report any breaches, using appropriate Trust mechanisms (e.g. incident reporting policy).

In addition to these functions the post holder is expected to carry out such other duties as may be reasonably expected in accordance with the grade of the post as agreed with their line manager.

This job description is subject to periodic review and may be amended following discussion between the post holder and the Programme Director in the light of experiences and any new developments and in line with the Trust appraisal process.

Person Specification

	Essential	Desirable
Qualifications	<ul style="list-style-type: none"> • Master's degree level or equivalent experience • Managing a complex change project and/or programme function, monitoring and supporting its project delivery • Prince 2 Project management or equivalent qualification • Evidence of ongoing professional/personal development 	
Experience and knowledge	<ul style="list-style-type: none"> • NHS management experience in a provider or commissioning environment • Experience of working with multiple partners and stakeholders to achieve a common goal in a complex change project • Subject matter expertise in project and Programme management including monitoring and tracking of time / quality / cost & benefits • Significant experience of preparing Board Level reports • Experience of managing budgets • Experience of managing risks and reporting 	<ul style="list-style-type: none"> • Line Management experience within a Team or Department

	<ul style="list-style-type: none"> • Experience of co-ordinating multiple complex projects with co-dependencies where demonstrable benefits were delivered. • Knowledge of administrative procedures, project management and information analysis and budget tracking • Understanding of the political climate of the enterprise, and how to respond to political challenges appropriately and in a manner that protects the trust's strategy and agenda • Experience of developing business cases through SOC/OBC and FBC using the 5 case HM Treasury Green book model • Knowledge and experience of using and configuring PMO tools such as 4 Risk tool for ICS reporting of Programme status reports • Experience in the identification of training needs, creation of training programs and delivery of training • Understand the operational, financial, contractual and political drivers within the NHS and make full use of this knowledge to deliver 	
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	<p>improvements to services.</p> <ul style="list-style-type: none"> • Experience of budget holder management with monitoring and reporting of budgets for multi-million projects 	
Skills	<ul style="list-style-type: none"> • Communicate highly complex or sensitive information clearly and concisely to staff at all levels of the organisation. • Ability to communicate via a range of mediums (reports, policies, presentations, coaching, teaching & meeting) to a wide range of personnel at all levels from both within and outside the organisation • Develop and maintain effective working relationships with key stakeholders, both within and external to the Trust • Excellent analytical skills and attention to detail • Ability to assimilate and present complex and contentious information to large groups • Excellent organisation skills, ability to work under own initiative without frequent supervision • Strong interpersonal communication and facilitation skills in areas such as 	<ul style="list-style-type: none"> • Able to prepare clear, concise, and version-controlled reports, briefings, and documents with comprehensive knowledge of Microsoft Office and/or Microsoft Project

	<p>facilitation and negotiation</p> <ul style="list-style-type: none"> • Motivational skills to encourage collaborative working where there maybe resistance to change • Ability to engage and build relationships with third party vendors • Demonstrated ability to work well with others and be respected as a leader • IT presentation skills • Ability to influence across teams, departments, and organisations and to analyse and interpret information, pre-empt, and evaluate issues and recommend an appropriate course of action to address the issues • Manage complex facts or situations requiring analysis, interpretation, comparison of a range of options where there maybe several components to the data and facts being presented. • Capability to gain support for changes using negotiation and influencing skills • Methods & techniques for assessing risk • Ability to understand the long-term ("big picture") and short-term perspectives of situations 	
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	<ul style="list-style-type: none"> • Ability to estimate the financial impact of alternative solutions • Ability to manage competing demands, deadlines in a high-pressure environment • Makes use of numerical data and management information with ease • Highly developed analytical, negotiating and influencing skills • Analytical with ability to analyse data and diagnose problems and situations using a high degree of judgement and awareness of operational and strategic issues • Communicates effectively in writing, including formal report writing, designing & delivering development Programmes for colleagues. • Skilled at sorting large quantities of information from a wide variety of sources eg research, audit, DOH directives to inform policy development and project planning. • Manage multiple deadlines and conflicting priorities using well developed prioritisation skills. • Competent keyboard skills 	
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	<ul style="list-style-type: none"> • Team management, development, and retention • Ability to deliver multiple projects to agreed quality standards and timescales • Effective prioritisation and ability to manage multiple complex projects at the same time • Ability to work under pressure and within set timescales • Skilled in the development of systems and processes and monitoring compliance • Excellent organisational skills • Ability to work autonomously 	
Other	<ul style="list-style-type: none"> • Self-motivated individual who is equally at home working in a matrix management structure or independently • Strong influencing and has good persuasion skills • Well-developed emotional intelligence being aware of self and impact on others • Credible and effective leadership qualities, including being open and responsive • Integrity and personal credibility. Strives for excellence, innovative and creativity. 	

	<ul style="list-style-type: none"> • Ability to be flexible and respond to the needs of the organisation • Ability to work under pressure and meet deadlines where there are competing demands • Employ effective communication, negotiation and influencing skills to enable an effective change management with stakeholders at all levels who may hold differing and contentious views • Ability and experience of handling sensitive discussions/ publications with service providers which may have a challenging level of acceptance. • Ability to deal with complexity and ambiguity with resilience and resolve issues and achieve desired outcomes • Personal confidence and ability to work outside personal comfort zone at times and manage the emotional response of teams to change • Can prioritise own workload in a challenging and demanding environment • Can influence and improve the delivery of a complex change project 	
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	<ul style="list-style-type: none"> • Able to visit other organisations/attend conferences & meetings 	
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General conditions

As they undertake their duties, all our people are required to uphold and demonstrate the Trust's core values of: Partnering, Ambitious, Caring and Trusted. Collaboration and partnership are also central to our approach in delivering our fundamental activities of patient care, teaching, and research.

Health and safety

As an employee of the Trust, you have a responsibility to:

- take reasonable care of your own Health and Safety and that of any other person who may be affected by your acts or omissions at work; and
- co-operate with the Trust in ensuring that statutory regulations, codes of practice, local policies and departmental health and safety rules are adhered to; and
- not intentionally or recklessly interfere with or misuse anything provided in the interests of health and safety

Infection prevention and control (IPC)

The prevention and management of acquired infection is a key priority for the Trust. As an employee of the Trust, you have a responsibility to:

- ensure that your work methods are compliant with the Trust's agreed policies and procedures and do not endanger other people or yourself; and
- be aware of infection prevention and control policies, practices, and guidelines appropriate for your duties and you must follow these at all times to maintain a safe environment for patients, visitors and colleagues; and
- maintain an up-to-date knowledge of infection prevention and control, policies, practices, and procedures through attendance at annual mandatory updates and ongoing continuing professional development; and
- challenge poor infection prevention and control practices of others and to report any breaches, using appropriate Trust mechanisms (e.g. incident reporting policy)

Information governance

The Trust is committed to compliance with Information Governance standards to ensure that all information is handled legally, securely, efficiently, and effectively. You are required to comply with the Trust's Information Governance policies and standards.

Confidentiality and Security - Your attention is drawn to the confidential nature of information collected within the NHS. Whilst you are employed by the Trust you will come into contact with confidential information and data relating to the work of the Trust, its patients or employees. You are bound by your conditions of service to respect the confidentiality of any information you may come into contact with which identifies patients, employees or other Trust personnel, or business information of the Trust. You also have a duty to ensure that all confidential information is held securely at all times, both on and off site.

Disclosure of Information - To ensure that information is only shared with the appropriate people in appropriate circumstances, care must be taken to check the recipient has a legal basis for access to the information before releasing it. Upon leaving the Trust's employment and at any time thereafter you must not take advantage of or disclose confidential information that you learnt in the course of your employment, to protect yourself and the Trust from any possible legal action.

Information Quality and Records Management - You must ensure that all information handled by you is accurate and kept up-to-date and you must comply with the Trust's recording, monitoring, validation and improvement schemes and processes.

Professional standards and performance review

As an employee of the Trust, you have a responsibility to:

- participate in continuous personal development including, statutory and mandatory training as appropriate for the post; and
- maintain consistently high personal and professional standards and act in accordance with the relevant professional code of conduct; and
- take responsibility for the maintenance and improvement of personal and professional competence and to encourage that of colleagues and subordinates

Safeguarding children and vulnerable adults

We all have a personal and a professional responsibility within the Trust to identify and report abuse. This may be known, suspected, witnessed or have raised concerns. Early recognition is vital to ensuring the patient is safeguarded; other people (children and vulnerable adults) may be at risk. The Trust's procedures must be implemented, working in partnership with the relevant authorities. The Sharing of

Information no matter how small is of prime importance in safeguarding children, young people and vulnerable adults.

- As an employee of the Trust you have a responsibility to ensure that:
 - you are familiar with and adhere to the Trusts Safeguarding Children procedures and guidelines.
 - you attend safeguarding awareness training and undertake any additional training in relation to safeguarding relevant to your role.

Social responsibility

The Trust is committed to behaving responsibly in the way we manage transport, procurement, our facilities, employment, skills, and our engagement with the local community so that we can make a positive contribution to society. As an employee of the Trust, you have a responsibility to take measures to support our contribution and to reduce the environmental impact of our activities relating to energy and water usage, transport and waste.

Continuous improvement

The Shrewsbury and Telford Hospital NHS Trust is committed to creating a culture that puts Continuous Improvement at the forefront of our transformational journey and our aim is to empower colleagues at all levels have the confidence, capability, passion, and knowledge, to test changes and make improvements at SaTH and in the communities we serve.

Following a successful five-year partnership with the Virginia Mason Institute in the USA, SaTH

continues to further develop and embed the Trust's approach to Continuous Improvement at all levels of the organisation. You will be supported by an Improvement Hub, which will provide the necessary expertise to support you make improvements, while also providing training at various stages of your time at SaTH, as part of your continuing professional development.

Equal opportunities and diversity

The Shrewsbury and Telford Hospital NHS Trust is striving towards being an equal opportunities employer. No job applicant or colleague will be discriminated against on the grounds of race, colour, nationality, ethnic or national origin, religion or belief, age, sex, marital status or on the grounds of disability or sexual preference.

Selection for training and development and promotion will be on the basis of an individual's ability to meet the requirements of the job.

The Shrewsbury and Telford Hospital NHS Trust the post-holder will have personal responsibility to ensure they do not discriminate, harass, bully, or contribute to the

discrimination, harassment or bullying of a colleague or colleagues, or condone discrimination, harassment or bullying by others.

The post-holder is also required to co-operate with measures introduced to ensure equality of opportunity.

