



Programme Director, Enterprise Systems Change

Location: Hub location, hybrid working

Duration: 12 months +

Reporting to: CFO / Enterprise COO

Start Date: September 2025

Overview

We are seeking a results-driven and experienced Programme Director to lead the delivery of a major technology transformation programme that is overhauling key enterprise systems. This is a critical role, requiring a leader with a track record of steering complex, multi-stream technology change within large, compliance-driven organisations.

The successful candidate will be responsible for bringing pace and grip in delivery, sophisticated supply chain and partner management, and well-structured governance to the transformation portfolio—ensuring that it achieves business outcomes.

Context

NHS Professionals (NHSP) run the largest NHS flexible staff bank, placing highly skilled healthcare workers (Bank Members) in NHS Trusts and healthcare organisations across the country, meeting short, medium, and long-term staffing needs.

Uniquely, NHSP are owned by the Department of Health and Social Care and therefore reinvest any surplus they make directly back into the wider healthcare economy. In 2022/23 this return totalled £10 million and our award-winning recruitment services also displaced approximately £832 million of external agency spend across the NHS.

Originally formed in 2001, this multi-award-winning business delivered over 40 million hours of patient care and 5 million shifts, working with 140+ NHS Trusts and healthcare organisations across the country.

Key Responsibilities

- **Technology Delivery Oversight:** Lead the delivery of key technology platforms, ensuring successful integration with legacy systems.
- **Business Processes Change:** Lead the programme with balanced prioritisation across the change portfolio working in partnership with business sponsors. Accountable for delivering the requirements and timeline that will transform outcomes across clients and operational teams. Support the business to develop and implement change management strategies that drive user adoption and organisational readiness.



- **Commercial & Supplier Management:** Apply strong commercial acumen to manage suppliers and contracts, ensuring cost-effective and value-driven partnerships, including Salesforce, Bullhorn and Digital Modus
- **Leadership & Team Building:** Build and lead multidisciplinary teams across a complex ecosystem of internal stakeholders and external partners
- **Programme Planning & Governance:** Design, implement, and maintain robust programme structures and governance frameworks to ensure effective planning, delivery effectiveness and assurance to Executive, Board and Shareholder
- **Stakeholder Engagement:** Ensure that there is cohesive working between technical teams and senior business stakeholders and that programme governance meets the needs of stakeholders
- **Risk, Dependency & Performance Management:** Identify and manage risks and interdependencies across multiple concurrent initiatives. Maintain clear oversight of programme interdependencies, risks, and issues, supported by structured reporting tools and performance dashboards.

Key Deliverables

This role ensures that change programmes are executed effectively, on time, and within budget, with a strong focus on measurable outcomes and operational impact.

A comprehensive Portfolio Plan including programme plans for:

- WFM (Workforce Management) – in development
- Allocate (e-rostering) interoperability – part-way implemented.
- ATS (Applicant Tracking System) including Compliance Engine – part-way implemented.
- CCM (Case & Contact Management) – implemented and now in continuous improvement.
- Pay & Bill – in development.

The portfolio plan will include change management:

- Client Readiness Assessment
- Change Readiness Support Plan
- Migration Strategy

The portfolio plan will include the resourcing plan:

- IT capacity and capability
- Supply chain contracts
- SMEs and delivery resources



- A detailed Portfolio Risk Register
- A detailed Project and Continuous Improvement Register capturing and prioritising all ongoing initiatives.
- A regularly updated Dependency Register for all critical interdependencies.
- A clear and concise Portfolio Dashboard Report for stakeholders
- A clear Audit & Risk Committee report that tracks against the business plan and shows benefits realisation.

A set of KPIs to include:

- Strategic Objective Delivery- % proportion of key strategic outcomes realised according to plan by the Portfolio during an agreed monitoring period (e.g. performance year, strategic planning horizon or other time measure)
- Business Outcome Delivery- % proportion of business case outcomes delivered:
 - Across the entire Portfolio
 - At key Programme and Project level as agreed at the start of each performance period
- Programme Milestone Achievement Rate - % of change initiatives that deliver agreed transformation milestones in individual business cases delivered within scope tolerances.
- Project Delivery Timeliness - % of projects across the Portfolio that completed within agreed timeline tolerances as documented in individual business cases.
- Budget Adherence - % variance of Portfolio budget performance (i.e. aggregate of projects and programmes and any Portfolio level budget) against plan per agreed reporting period.
- Budget Forecasting - % variance of Portfolio budget forecast against actuals
- Benefits Realisation Rate - % of forecasted benefits (cost savings, efficiency gains, revenue uplift, other KPIs from initiative business cases) achieved post-implementation according to benefits realisation plans.
- Stakeholder Satisfaction Score - Measured via surveys or feedback on Portfolio performance from executive sponsors and business units or external stakeholders as appropriate.
- Change Adoption Rate - % of change initiatives within the Portfolio that meet or exceed adoption of new processes, systems, or behaviours.
- Risk Mitigation Effectiveness - % of identified Portfolio level risks proactively managed or resolved without impact to delivery.

- Resource Utilisation Efficiency - Ratio of planned vs. actual resource usage across the Portfolio in aggregate.
- Delivery Quality Index - Number of post-implementation issues or defects reported within a defined period at overall Portfolio level.
- Cycle Time Reduction - % decrease in time at overall Portfolio level taken to complete key business processes post-transformation.
- Other delivery related KPI's as agreed from time to time with the Chief Executive

Required Experience & Skills

- Proven experience as Programme Director for technology in a complex organisation, preferably with government and/or heavily regulated sector experience
- Strong background in portfolio, programme and risk management and experienced at working at Executive and Board level.
- Experience managing multiple, large-scale transformation programmes.
- Demonstrated ability to lead cross-functional teams and build high-performing delivery environments.
- Experience delivering technology transformation including SaaS, PaaS, and DevOps
- Experience of leading implementation of strategic and adaptive (agile) Portfolio Management and Delivery
- Experience with Salesforce ecosystem and platforms such as Bullhorn Applicant Tracking System (ATS) and Allocate e-rostering System.
- Excellent stakeholder management and influencing skills across technical and non-technical audiences.
- Skilled in change management and organisational readiness
- Highly organised, decisive, assertive, and capable of navigating ambiguity with confidence
- Consistently achieves outstanding results.