

# Programme Manager

Multiple roles required covering a range of disciplines including:

- strategy
- proposition development and management
- debt fund management
- growth programme management
- organisational project delivery

## Introduction

Thank you for considering this role at Fair4All Finance. As we continue our exciting growth plans in 2021 to deliver on our ambitious goals and refreshed strategy, we are seeking multiple programme managers across our workstreams and operations. We are looking for a number of adaptable, talented individuals with a depth of experience on specific topics and an appetite to work in a small and driven team which uses a multi-disciplinary approach to running programmes.

We expect our programme managers to work across our teams as needed on a flexible basis, whilst bringing depth of expertise in a specific discipline. As a Programme Manager for Fair4All Finance you may primarily be focussed on your technical specialism and will also have the opportunity, and be expected, to also rotate into other realms as needed.

These roles will appeal to individuals who like variety and challenge and wish to build on their broad experience by working on programmes that pull multiple disciplines together or working on programmes in an unrelated discipline eg proposition manager rotating into a strategy programme management role where the need arises.

You will be joining a talented and driven team overseen by a committed and impressive board. [Our high calibre team](#) is drawn from a range of backgrounds spanning CEO, Partner and Director roles within Financial Services institutions through to leaders in impact investing and social purpose organisations. The reach and influence of our team makes this an exciting place to work and enables us to engage important stakeholders at the highest levels.

Our emphasis in recruiting programme managers is on bringing the capability into our team to deliver the quality of thinking and content development across our broad remit. Successful candidates will pair this with exceptional programme execution ability including the fundamentals of:

- planning work including breaking down tasks and dependencies
- writing business cases
- overseeing implementation
- iterative development / agile approaches
- stakeholder management
- working with partners
- knowledge transfer and capability development of the organisations we support

We have put together this job pack to give you some insight about us and what it is like to work here, as well as some understanding about the roles we have on offer and the skills and experience we are looking for.

## About Fair4All Finance

**Fair4All Finance has been founded to increase the financial wellbeing of people in vulnerable circumstances by increasing access to fair, affordable and appropriate financial products and services.**

Fair4All Finance was established in 2019, in response to the government's commitment to allocate dormant assets money to financial inclusion initiatives.

**Our vision** is of a society where the long-term financial wellbeing of all people is supported by a fair and accessible financial sector.

**Our mission** is to increase the financial resilience of people in vulnerable circumstances by providing access to fair, affordable and appropriate financial products and services.

Our first focus area is improving access to affordable credit. Our aim is to build capacity in the affordable credit sector with a combination of financial support, capability development and ecosystem development programmes. We are committed to pursuing other innovations that meet the needs of people in vulnerable circumstances and will in the future be launching programmes on insurance and savings.

You can find further information on our latest activities and strategy in our most recent [newsletter](#).

## Our values

### **We are inclusive**

We want to work in partnership with others who have experience and expertise and share what we have; we do not want to duplicate work done by others

### **We are transparent**

We are open and invite contribution in all we do

### **We are purpose orientated**

The needs of people in vulnerable circumstances are at the heart of everything we do

### **We have a service mentality**

We operate with humility and provide a practical commercial service to those seeking to improve financial inclusion

### **We are agile and innovative**

We iterate potential solutions rather than designing for perfection

### **We work holistically**

We seek to understand the problems we are trying to solve from both the viewpoint of the whole system and the individual effected

## Benefits

We provide a salary and benefit package that is competitive within the UK social and public sectors, and comparable with many aspects of the financial services sector. We refreshed our entire approach to reward and benefits in 2020 and believe that we have created a package that is progressive, addresses the needs of our team and looks after financial, physical and mental wellbeing needs. Our family and flexible working policies are designed to ensure we are inclusive in our approach to work.

### **Financial security**

- Pension scheme to enable you to provide appropriately for your retirement, with employer contribution matching two to one up to 12% employer contribution
- Life assurance, critical illness and income protection cover
- Payroll savings and interest free cost spreading loans

## Health and wellbeing

- Health cash plan with everyday health cost reimbursement
- Employee Assistance Programme with access to counsellors or other professionals over the phone or face-to-face 24 hours a day, 365 days a year
- Informal and formal flexible working

## Holidays

- 27 days plus bank holidays and additional wellbeing days
- Opportunity to purchase up to 10 further days holiday

## Family friendly

- Enhanced shared parental leave policies available immediately to all team members

In 2021, we will further develop our approach to recognition and further develop our learning and development strategies and ways of working.

# Programme Manager

**Role titles**

Programme Manager – Growth and Development Programmes  
 Programme Manager – Strategy  
 Programme Manager – Debt Fund  
 Programme Manager – Propositions Development and Delivery Lead  
 Programme Manager – Organisational Project Delivery

**Location**

London or home working (currently the team are home working due to Covid-19; when government rules allow, this role-holder will be expected to spend regular time in the London office and at client meetings)

**Terms**

Permanent

Salary: £44,000 - £55,000 subject to experience and programme management specialism

All applicants must have an existing Right to Work in the UK

Accountable to	Role	Accountable to
These roles will have a matrix reporting arrangement primarily reporting to the person indicated here, or other leads where on rotation into other programmes. We also provide central support to ensure consistent programme management methodologies.	Programme Manager – Growth and Development Programmes	Director Growth and Development Programmes
	Programme Manager – Strategy	Director of Strategy & Policy
	Programme Manager – Debt Fund	Investment Director
	Programme Manager – Propositions Development and Delivery	Head of Markets, Consumer Insights and Product designs
	Programme Manager – Organisational Project Delivery	Director of Operations

## Role purpose

We deliver our organisational objectives through programmes.

These are exciting roles for people who want to help transform the way financial services serve people in vulnerable circumstances in the UK. At [Fair4All Finance](#) we are supporting the development of organisations serving this consumer group through financial investments, development of tools and frameworks, and provision of advisory services to individual organisations.

Fair4All Programme Managers enable us to deliver by taking our work forward, masterfully tackling ambiguity and defining and refining the scope of specific programmes of work – progressing them to the next stage in their gestation, from where you will either see them through to the conclusion of their lifecycle (eg publication and roll out of a new toolkit by Fair4All Finance) or hand them over to another member of the team for the next step of their journey while you continue to be intimately involved.

These roles are heavy on content, whilst also requiring classic programme management skills.

We are a small team and these roles present the opportunity to be engaged in more than one lifecycle stage of a programme and to see things through to fruition. They present an opportunity to work from one stage to another:

- concept to strategy
- strategy to development
- development to prototyping
- prototyping to launch and delivery
- evaluation and lessons learned

Our ideal candidates will be organised, flexible, good-humoured, creative and resourceful and be keen to contribute to the evolution of our structures and processes. You'll collaborate purposefully with others on shared goals. You'll be self-directed and able to anticipate future needs or activities, sometimes acting ahead or reacting to circumstances without waiting for direction.

We expect our Programme Managers to principally be aligned to their specialist topic area and to work across the team as needed.

## Your responsibilities

We adopt a simple 5 step approach, known as appreciative inquiry, to find, scale and innovate

- Diagnose the issue/opportunity for focus
- Discover what great solutions and evidence already exist
- Dream what a great outcome would look, feel, sound like
- Design and build evidence and capability to scale existing and/or innovate new solutions
- Deliver, iterate and evaluate

Building on this we expect our Programme Managers to manage programmes throughout their lifecycle:

- Concept: refine an initial brief to bring clarity of purpose and internal buy-in to the strategic objectives and a shared understanding of our intent including key performance indicators and how we will measure success

- Shaping: explore lessons learned and methodologies within the financial services sector and beyond to shape and validate the rationale and design of a programme and underpin its delivery planning
- Designing: design programmes and manage prototyping and delivery to iteratively refine the approach they are deploying – adopting agile techniques and pivoting as new insight becomes available
- Specifying: document clearly the scope of work and work breakdown structure including the resource requirements and expected time commitment; resolving resourcing challenging and running relevant procurement exercises where relevant
- Governance: set up appropriate governance structures and review points; prepare progress reports for our Board and actively manage risk through risk and issue logs
- Convene: facilitate collaborative workshops to engage multi-disciplinary resources on specific programmes and ensure common understanding and motivation
- Collaborating: work collaboratively with external partners, balancing the need for strong contract management with our ethos of convening the best partners and collaborating to build solutions for the sector and managing stakeholder relationships effectively through excellent communications
- Troubleshooting: troubleshoot programme challenges at both a technical and general programme level
- Evaluating: complete evaluation work, document and share lessons learned from our programmes to support continuous improvement for Fair4All Finance

Role	Example programmes this role will primarily focus on whilst also supporting other programmes across the team
Programme Manager – Growth and Development Programmes	<ul style="list-style-type: none"> <li>• Management of Scale Up programme through which Fair4All Finance assesses affordable credit providers as potential investment candidates including               <ul style="list-style-type: none"> <li>- oversight of methodology for application and assessment</li> <li>- application cycles programming and mechanics</li> <li>- convening due diligence sessions including contribution of multi-disciplinary specialists</li> <li>- report production cycle calling on multi-disciplinary specialists</li> <li>- collaborative working with Investment team to ensure outcome leads to bankable investment cases for Investment Committee</li> <li>- collaboration with Strategy team on evaluation methodology and deployment and implications for assessment and data capture.</li> </ul> </li> <li>• Management of other targeted programmes of growth support aimed at specific lender categories / sizes.</li> <li>• Development and management of portfolio of toolkits and infrastructure support available to affordable lenders to be utilised alongside Fair4All Finance investment support or independently</li> <li>• Framework development programme: establishing and managing cadre of external growth coaches and consultants to support community finance providers to achieve their growth aspirations.</li> <li>• Managing ongoing support for lenders assignments to which external coaches and consultants are assigned ensuring that their work delivers the impact and transformative support we have commissioned.</li> </ul>
Programme Manager – Strategy	<ul style="list-style-type: none"> <li>• Own areas of strategy initiation and landscape analysis to identify future priority areas for Fair4All Finance and the wider financial inclusion sector in the UK. It will be an important role for taking forward the right programmes which will improve financial wellbeing of millions of people in the UK. In the short term this role will lead on projects such as:               <ul style="list-style-type: none"> <li>- development of a theory of change for the insurance sector and financial inclusion, identifying the key needs in the insurance space</li> </ul> </li> </ul>

---

for customers in vulnerable circumstances and the areas that Fair4All Finance would contribute in

- identifying best practice in international financial inclusion policy and practice to inform the development of our UK programme
- lead research into new areas of priority for Fair4All Finance as required, such as the need for consolidation loans or an affordable rental proposition
- Across each of these areas, this role holder will hold and maintain relationships with both social sector providers and commercial providers; each piece of work should be done with considerations of other activity. In the financial inclusion sector. The role will involve an element of procurement for larger pieces. It will suit someone with curiosity, strong data-driven analytical skills, an ability to work flexibly and a keen interest in finding systemic solutions to large problems.

---

Programme Manager - Debt Fund

- Our planned Debt Fund will be £40m+ and provide much-needed debt finance to CDFIs and social fintechs – enabling them to scale up their provision of affordable credit.
- Management of the work to design, fund raise, launch and deploy our planned Affordable Credit Debt Fund (Q3 2021).
- This work is underway but requires dedicated Programme Manager resource to ensure success this year. This will involve:
  - Stakeholder engagement – specifically supporting conversations with prospective funders
  - Manage consultants engaged on specific areas of development work, including regulatory advice
  - Work closely across the Fair4All Finance team, drawing on expertise to ensure a successful fund raise and launch
  - Ensure the debt fund is designed to meet the needs of the community finance sector, building on the work the team has done so far

---

Programme Manager - Propositions Development and Delivery Lead

- Development of new proposition for products/services not currently available for this customer group encompassing the end to end considerations for these products or services including marketing, pricing, go to market, regulatory considerations and post-launch review; and setting up these propositions to be adopted by multiple providers in the affordable credit sector
  - Supporting affordable credit sector providers and mainstream financial services providers to better offer complementary products, where appropriate on a collaborative basis
  - Overseeing the structured proposition testing of new offerings by Fair4All Finance partners where our funding is tied to prototyping or proof of concept work
  - Codifying good practice by setting up collaborative sessions to glean lessons learned across the sector and produce tangible tools for use across the sector to be published by Fair4All Finance in an open source manner
  - Overseeing the development and implementation of specific propositions working with specialist partners to template the offering; refine its design; prepare it for implementation by our outsourced partners with the associated programme governance oversight and reporting requirements including aspects of contract management
-



---

Programme Manager –  
Organisational Project  
Delivery

- Supporting the smooth running of our operations and all of our programmes by coordinating, managing and aligning delivery of organisational change
  - Managing internal change programmes, evaluation, selection and set-up of new systems, process refinement and rollout, evolving inclusive, collaborative office-based and remote ways of working
  - Supporting programme oversight reporting on programme portfolio
  - Supporting effective communication of organisational change programmes
  - Identifying and managing internal operations and change programme risks and issues, ensuring alignment with Fair4All Finance’s wider risk management framework
  - Programme management of new initiatives as appropriate
- 

## Person Specification

### Essential experience and capabilities include

We expect all programme managers to have:

- Passion for our mission to increase the financial resilience of people in vulnerable circumstances
- Programme Management experience on complex multi-faceted programmes including agile approaches
- Aptitude for convening and collaborating in multi-disciplinary teams to get the most out of the talent around you and co-opt it where needed
- Commercial acumen, ideally in the context of ensuring programme deliver the desired results including financial return as well as understanding how to structure commercial arrangements to also secure social impact
- Understanding of the different operational programme delivery models and where these are most appropriate (outsourced/contract managed; in-sourced)
- Strong oral and written communication skills
- Stakeholder management experience in complex stakeholder environment
- Able to quickly get up to speed on a new systems
- Knowledge of the importance of data security and safeguarding
- Technical accreditations or qualifications in MSP, PMP, Agile or equivalent will be looked on favourably but are not essential
- Experience of working with the social or impact investment, or community finance sectors

### Personal characteristics

We expect all programme managers to:

- have exceptional influencing skills – capable of taking others with you and persuading external stakeholders to engage on your programme and adopt its outputs
- be organised, flexible, good-humoured, creative and resourceful.
- be a brilliant team player – taking the initiative to support colleagues and suggest solutions
- be great at building relationships at all levels
- enjoy innovative and experimental ways of team working, and enjoy working in a small team
- collaborate purposefully with others on shared goals
- be self-directed and able to anticipate future needs or activities, sometimes acting ahead or reacting to circumstances without waiting for direction

- Show commitment to principles of diversity, equity and inclusion and their practical application and integration in the work environment

**Particular person specification for programme management specialisms:**

Role	Specific personal characteristics
Programme Manager – Growth and Development Programmes	<ul style="list-style-type: none"> <li>• Essential: experience delivering business support or growth programmes to help businesses to grow and thrive with a private sector perspective</li> <li>• Desirable: experience managing a portfolio of due diligence assignments and the resources aligned to them</li> <li>• Desirable: experience developing tools to support capability building in financial services organisations which will be adopted and used in a pan sector/ multi organisation context</li> </ul>
Programme Manager – Strategy	<ul style="list-style-type: none"> <li>• Essential: experience analysing complex, disparate information to reach robust landscape analysis, coupled with an ability to reach and persuasively articulate recommendations that align with the analysis and stakeholder consultation</li> <li>• Essential: data driven and numerate</li> <li>• Desirable: experience with social sector theory of change methodology and impact measurement</li> </ul>
Programme Manager – Debt Fund	<ul style="list-style-type: none"> <li>• Essential: programme management experience, ideally from financial services</li> <li>• Essential: highly numerate, interested in fund raising and capital deployment</li> <li>• Desirable: experience setting up and launching a fund</li> </ul>
Programme Manager – Propositions Development and Delivery Lead	<ul style="list-style-type: none"> <li>• Essential: Technical proposition and product development experience in the Financial services sector including detailed appreciation of the regulatory environment governing loans (credit, appliances), savings and insurance products and of the pricing mechanisms for these propositions</li> <li>• Essential: technical understanding of regulatory and legal aspects of financial services proposition development ideally focussed on loan products</li> <li>• Essential: Delivery of end-to-end propositions, from discovery to development and including post-launch review</li> <li>• Desirable: experience of working in both contexts with direct access to end users and where support is being provided to intermediaries/providers</li> </ul>
Programme Manager – Organisational Project Delivery	<ul style="list-style-type: none"> <li>• Essential: Experience of delivering internal programmes spanning people, culture, technology and organisational change in a high paced environment within a small team ensuring buy-in and adoption from internal colleagues</li> <li>• Desirable: experience working in a start-up environment in a lean team structure with a technology enabled delivery approach and strong governance and expenditure controls</li> </ul>

These roles may appeal to people searching for or working in similar roles such as:

Role	Relevant role titles (these are for reference only and we will progress applications from all candidates with relevant expertise and experience)
Programme Manager – Growth and Development Programmes	<ul style="list-style-type: none"> <li>• Economic Development Project manager</li> <li>• Growth Coaching Lead</li> <li>• Growth Programme Lead</li> <li>• Business Growth Programme Manager</li> <li>• Strategic Growth Programme Manager</li> <li>• Business Support Lead</li> <li>• Enterprise Support Lead</li> </ul>
Programme Manager – Strategy	<ul style="list-style-type: none"> <li>• Strategy Manager</li> <li>• Strategic Programmes Manager</li> <li>• Strategy Lead</li> <li>• Senior Policy advisor</li> </ul>
Programme Manager – Debt Fund	<ul style="list-style-type: none"> <li>• Fund manager</li> <li>• Debt fund manager</li> <li>• Fund development manager</li> </ul>
Programme Manager – Propositions Development and Delivery Lead	<ul style="list-style-type: none"> <li>• Head of Propositions</li> <li>• Propositions lead</li> <li>• Head of Product development</li> </ul>
Programme Manager – Organisational Project Delivery	<ul style="list-style-type: none"> <li>• PMO Lead</li> <li>• Programme Manager</li> <li>• Transformation manager</li> <li>• Digital transformation manager</li> <li>• Change Programme Manager</li> </ul>

## Applications

Please apply through **BeApplied** by 12<sup>th</sup> May 2021

After the job advert closes, your answers will go through a sift process: randomising and anonymising answers to take out individual information that could add biases into hiring decisions. This enables application reviewers to review each answer objectively. People scoring the applications will not have seen your CV at this stage of the process so please try your best to answer questions with specific examples and without simply rephrasing your CV, which they will review later in the recruitment process.

All Fair4All Finance team members are currently working from home. We will be as flexible as possible in light of any COVID-19 priorities and challenges which you may be facing.

## Terms of employment

All applicants must have an existing Right to Work in the UK.

**Fair4All Finance is committed to being a diverse organisation that is truly representative of the people and communities we serve.** We are an equal opportunities employer with an inclusive environment where different experiences, expertise and perspectives are valued, where everyone is encouraged to grow and develop and all team members can contribute to their fullest potential.

Applications are welcome from people of any age, sex, gender identity, disability, marriage or civil partnership, pregnancy and maternity, religion or belief, race, sexual orientation, transgender status or social economic background. We are determined to ensure that all team members and applicants receive fair and equitable treatment or are not disadvantaged by any inappropriate conditions or requirements being placed on them.

When we are recruiting, we actively seek to reach a diverse pool of candidates. We are happy to consider any reasonable adjustments that potential team member may need to be successful. We recognise the importance of a good balance between work and home life, so we do everything we reasonably can to accommodate flexible working.