

POLITICALLY RESTRICTED POST

Job Family: Leadership

Grade: L1 Upper

Contract: Full-time, Permanent

Reports to: Chief Executive

Location: Flexible across the North of England, but with a requirement to regularly work from our offices in Manchester and Leeds

**Strategy & Programme Director**

**Role Profile**

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| **Role Purpose:** |
| Act as a strategic leader for Transport for the North (TfN), enabling employees to thrive and therefore achieve the vision of a vibrant and growing economy across the North of England. Build strong and inclusive partnerships; and ensure the development of a coherent and integrated approach to pan-northern strategic transport planning, analysis & appraisal and programme management to ensure the best economic outcomes.  Provide leadership and direction to the Policy & Strategy, Analysis & Appraisal, Programme Management Teams. |

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| **Key Accountabilities:** | | |
| **Key Role Outputs (KROs)**  *What must be achieved for the post-holder to be successful in the role* | | **Key Actions**  *How the KROs will be achieved – the activities required* |
| **1.** | **Leadership** | * Create a positive and productive climate by engaging and enabling employees to be the best they can be. Role model cultural and behavioural norms to inspire confidence and commitment to TfN’s goals. * Pro-actively contribute to TfN corporate decision-making at TfN’s Boards. * Provide strong, visible and collective leadership as a member of the Operating Board across a complex and unique governance structure, both internally and externally, across the public and private sector to achieve the ambitions of economic growth for the North. |
| **2.** | **Strategy and Planning** | * Own and ensure that the outputs for the strategy, analysis & appraisal and programme management functions are fully integrated into the on-going development, update and delivery of TfN’s long term, multi-modal strategy (Strategic Transport Plan), taking responsibility for the evidence base and business cases that will support decision making. |
| **3.** | **Programme Management** | * Lead all aspects of TfN’s programme management and assurance services and manage the framework within which these functions operate. * Ensure that robust audit and risk practices are undertaken to ensure quality assurance and that standards for strategy delivery and programme & project management are maintained. |
| **4.** | **Commissioning** | * Act as the intelligent client for all outputs and services undertaken by third parties or consultants within direct work areas, ensuring all requirements and outputs are continuously delivered to agreed standards, time and budget. |
| **5.** | **Performance** | * Develop and inspire leadership at all levels, both internally and externally, to encourage a culture of high performance focussed on supporting the delivery of the organisations strategic objectives by being part of the Operating Board. |
| **6.** | **Financial Management** | * Accountable for the financial management of the strategy and programmes budget ensuring it is used in a way that demonstrates value for money, a focus on delivering intended outcomes and compliance with statutory and financial regulations. |
| **7.** | **Stakeholder Management** | * Foster long standing relationships with all TfN partners (including Combined Authorities and their Members, LEPs, other Transport Authorities across the North, Central Government, NDPBs and the Private Sector) necessary to support and deliver the objectives of TfN as an organisation. |
| **Key Deliverables** | | |
| **1.** | **Effective management of the Strategy, Analysis & Appraisal and Programme Management functions** | * Establish and manage the framework within which the strategy, analysis & appraisal and programme management functions operate. * Work closely with other relevant external agencies and stakeholders in developing joint strategies to support and manage the delivery of TfN’s strategy, analysis & appraisal and programme priorities. * Lead the development and delivery of robust key performance indicators for all reporting functions ensuring all outputs are delivered to time, budget and are of high quality. |
| **2.** | **Ensure an integrated approach to the ongoing development and implementation of the Strategic Transport Plan** | * Lead the continual development and delivery of an evidence based, optimised and visionary Strategic Transport Plan, working in close collaboration with critical stakeholders, ensuring that the strategy is supported by all relevant stakeholders both regionally and nationally. * Lead the long-term prioritisation, planning and development of TfN’s transport investment programmes across the North of England ensuring these are based on research, a robust evidence base, intelligence and policy development. * Establish a robust and comprehensive medium to long-term network and service plans based upon the overall Strategic Transport Plan and consistent with the policies determined by TfN’s Board. * Establish and maintain strategic transport planning processes that are transparent. Command the support and confidence of all partners and be consistent with best practice. * Oversee the production of proposals for future schemes that reflect changes in the external and business environments, in collaboration with stakeholders, modifying the Strategic Transport Plan where appropriate. |
| **3.** | **Programme management, assurance and commissioning systems, processes and procedures** | * Develop and lead all aspects of TfN’s programme management, assurance and commissioning processes, systems, reporting, policies and procedures. Manage the framework within which these functions in order to operate to deliver TfN’s objectives. * Ensure the development and implementation of all required programme management and commissioning governance, risk management and quality assurance processes and procedures necessary for effective management and control of all such activities. * Lead on ensuring that the TfN is taking full advantage of information systems available to provide efficient and cost-effective programme management and assurance. |
| **4.** | **Modelling, supply and demand forecasting tools to support strategy and planning** | * Lead the maintenance, operation and development of a suite of modelling and analysis tools and frameworks that are transparent and support/enable confident decision making, including transport planning and GIS models. * Lead the development of a thorough intelligence base and understanding of transport economics to support all strategic business case making. * Oversee the development and delivery of economic appraisal guidance which is supported by critical stakeholders including the DfT. |
| **5.** | **Contribute to and support the development of TfN’s business cases and funding proposals** | * Contribute to and support the development of business cases and project proposals across all programmes ensuring effective scrutiny of all such proposals. |
| **6.** | **Develop effective programme and strategy management processes across delivery agencies, stakeholders and partners** | * Foster productive working relationships with all TfN’s partners (including Combined Authorities and their members, LEP’s and other Local Transport Authorities across the North), DfT, delivery agencies and third-party service providers necessary to support and deliver TfN’s strategy, programmes, projects and all commissioning requirements. * Ensure alignment between TfN’s and other partners’ programmes and working practices, with a strong focus on timely and cost-effective delivery outcomes, services, business change and benefits realisation. * Act as lead spokesperson for TfN on all strategy, analysis & appraisal, programme, projects and commissioning activities. |
| |  |  | | --- | --- | | **Compulsory Outputs(COs)**  *What must be achieved for the post-holder to be successful in the role* | **Key Actions**  *How the COs will be achieved – the activities required* | | | |
| **1.** | Ensure you comply with all applicable organisational legislation and policy | * TfN Safety Management System. * Dignity at Work policy. * GDPR and Freedom of Information. * Risk management. * TfN policies and procedures. * Equality and diversity legislation. * TfN Vision, Values and behaviours. |
| **2.** | Any other reasonable duties as required from time to time | The post holder is expected to:   * Conduct themselves in a professional manner and with due courtesy at all times. * Be flexible within the workplace and adapt to meet the requirements of an evolving organisation. |
| **Key Interdependencies:** | | |
| **Key Contacts** | | * Department for Transport * National Agencies including Highways England, Network Rail and Office of Road and Rail * TfN Boards * Senior Executives & Members of the various Combined Authorities, PTE’s and Local Authorities across the North of England * Other Directors and Senior Managers |
| **Direct Reports** | | * Head of Data, Analysis & Appraisal * Head of Economic Advice * Senior Policy & Strategy Officer * Policy & Strategy Officer * Lead Officer - Freight & Logistics * Lead Officer - International Connectivity * Project Manager - PMO * Senior Project Controls Engineer |
| **Budgetary Responsibility** | | Support the financial management of TfN’s corporate revenue budget c.£10m per annum and our investment programme including:   * Development and implementation of Smart North – c.£150m * Transport Development Funding for the development of Northern Powerhouse Rail c.£40m |
| **Politically Restricted Post:** | | |
| This post is a politically restricted meaning the postholder must refrain from participating in any political activities, publicly expressing support for a political party or undertaking other activities such as canvassing on behalf of a person who seeks to be a candidate; and speaking to the public at large or publishing any written or artistic work that could give the impression that they are advocating support for a political party.  Please see TfN’s Protocol for Politically Restricted Posts for further details. | | |

**Person Specification**

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| **Qualifications, knowledge, skills and experience required at selection stage:** | |
| **EQ1** | Relevant degree or other specialist post-graduate qualification or the equivalent level reached through experience. |
| **EQ2** | Programme/project management qualifications e.g. PRINCE2 or equivalent level reached through experience. |
| **EQ3** | Evidence of continuous professional development. |
| **ES** | **Skills and Experience** |
| **ES1** | Extensive proven experience at a senior management level within a similar strategy and programme management role. |
| **ES2** | Extensive experience of successful transport strategy and policy development and implementation. |
| **ES3** | Extensive knowledge of transport strategy, transportation planning and traffic/highway/rail engineering. |
| **ES4** | Extensive experience of managing infrastructure projects in a public and private sector environment. |
| **ES5** | Broad knowledge of the national and regional transport strategy and policy context, how this links to devolution and the political and economic map of the North of England and the UK. |
| **ES6** | Proven success in establishing a strong performance culture that drives up standards and quality of outputs. |
| **ES7** | Proven experience of building strong, productive relationships with a myriad of partners and stakeholders to ensure a co-ordinated response to delivery. |
| **ES8** | Proven experience of influencing and persuading governance bodies, stakeholders, partners, clients and suppliers to understand the aims, objectives and requirements of the programme. |
| **ES9** | Proven experience of managing significant budgets, optimising external funding opportunities and effectively applying key commercial, business and other management processes. |
| **ES10** | Excellent communicator both with individuals and in groups, who inspires, motivates, enthuses, persuades, builds confidence and trust; demonstrates exceptional influencing skills and emotional maturity. |
| **EC** | **Essential Behaviour Competencies** |
| **EC1** | **Cultivates Innovation -** *Creates new and better ways for the organisation to be successful.* |
| **EC2** | **Ensure Accountability -** *Holds self and others accountable to achieve results, even under challenging circumstances.* |
| **EC3** | **Collaborates -** *Building partnerships and working collaboratively with others to meet shared objectives.* |
| **EC4** | **Instils Trust -** *Gaining the confidence and trust of others through honesty, integrity and authenticity.* |
| **EC5** | **Financial Acumen -** *Interpreting and applying understanding of key financial indicators to make better business decisions.* |
| **EC6** | **Decision Quality -** *Making good and timely decisions that keep the organisation moving forward.* |
| **EC7** | **Strategic Mindset –** *Seeing ahead to future possibilities and translating them into breakthrough strategies.* |
| **EC8** | **Attracts Top Talent -** *Attracting and selecting the best talent to meet current and future business needs.* |
| **EC9** | **Drives Vision and Purpose -** *Painting a compelling picture of the vision and strategy that motivates others to action.* |
| **EC10** | **Manages Ambiguity -** *Operating effectively, even when things are not certain or the way forward is not clear.* |