

## Role profile

- **Job title:** Strategic Transformation Lead – Capital Programmes
- **Grade:** 11 (subject to evaluation)
- **Business area:** Place Directorate
- **Reporting line:** Director of Land & Property
- **Team:** Land and Property

## Job Purpose

The role holder will be the overall lead for the GMCA in delivering their Strategic Transformation Programme focused on delivering new build, refurbishment and decarbonisation of its fire stations and Fire estate. This programme represents a pivotal step in enhancing the operational capacities of the Greater Manchester Fire and Rescue Service (GMFRS) while aligning with GMCA's broader goals for modernisation, efficiency and sustainability. The role will comprise senior project management leadership of strategically important projects and oversight using a blend of technical and relational skills. The appointed Strategic Transformation Lead will play a critical role in driving the successful delivery of transformation projects whilst also leading the development of the standardised new build design template, where appropriate.

The role holder will provide senior leadership skills and be responsible on a day-to-day basis for the project management and delivery of key programmes of work, coordinating resources to ensure that project requirements and resources are fully aligned to achieve project deliverables. They will ensure that programmes of work are managed effectively using project management methodologies and techniques working with relevant teams in the GMFRS, the GMCA and other key stakeholders.

The Strategic Transformation Lead – Capital Programmes is responsible for the strategic leadership, governance and delivery assurance of the organisation's capital investment programmes, with particular focus on:

- Sub-£1m capital schemes (planned works, lifecycle renewals, minor refurbishments and compliance-driven projects), and
- £1m+ capital schemes, comprising New Build and Major Refurbishment programmes delivered through formal RIBA stages and gateway controls.

The role provides a clear single point of accountability for capital programme coherence, ensuring that projects of differing scale, risk and complexity are prioritised, governed and resourced appropriately, while collectively delivering measurable operational, financial and sustainability outcomes.

Reporting into the Director of Land & Property and working alongside the Head of Property & FM, the role holder will be responsible for overall delivery of complex projects, cost and programme performance reporting, identifying and managing risk, alongside budget and resource management including delivery professionals and appointed contractors.

The postholder shifts the focus from individual project delivery to portfolio-level leadership, ensuring consistency of approach, maturity of governance, disciplined investment decision-making and continuous improvement across all capital activity. As part of this role, you will be expected to manage the design and delivery of new build fire stations from RIBA Stage 1 onwards. This will also involve working collaboratively with internal stakeholders, end users and external design teams to develop a new standardised design template for future fire stations. You will keep up to date with topics concerning the team's areas of work, you

will lead on coordinating all aspects of project delivery, ensuring compliance with GMCA's governance processes and achieving agreed milestones within time, budget and quality parameters to effectively plan and manage yourself and others in response to emerging priorities.

You will be confident managing others and directing resource efficiently to ensure the team are collaborating and achieving the best outcomes. You will have excellent communication skills and be comfortable managing relationships at a variety of levels. Key partners for this role include internal and external property teams and internal GMCA departments. You will enjoy problem solving and linking key areas of work and people together to achieve successful outcomes.

As a key member of the Land and Property Team, the role holder will also be expected to provide senior level expertise and advice to members of individual project teams, assuming an oversight role on project matters and procurement and contract management processes across the programmes of work that you are aligned.

At GMCA, we are proud to 'do things differently' and we are looking for someone who is passionate about the work we do and making a real difference to GM residents and businesses through the power of collaboration, empowerment and delivery.

## Key working relationships

- Director Land & Property
- Head of Property & FM / Land & Property Programme Lead
- Service delivery across GMFRS
- Capital Programme, Finance and Procurement teams
- Operational service leads and asset users
- External consultants, designers and contractors
- Senior Managers within GMCA

The role holder will report to the Director of Land & Property within the Land and Property Team but is expected to work independently and report to Programme Governance Boards and Senior Management as required to deliver projects and programmes of work.

## Key Responsibilities

The Strategic Transformation Lead will have responsibility for leading, developing and managing programmes of work to support the delivery of the GMCA's strategic delivery priorities, initially focusing on the transformation of the GMFRS.

The role holder will lead the development and maintenance of a coherent, prioritised capital programme, clearly structured around:

- Sub-£1m schemes (Minor capital and lifecycle works), and
- £1m+ schemes (Major refurbishment and New builds).

Ensure programme structures reflect risk, complexity, approval, assurance and reporting requirements proportionate to scheme value and impact.

Translate strategic objectives into deliverable, affordable and phased capital investment plans.

### Governance and Assurance

- Define and own the capital programme governance framework
- Provide clear portfolio-level oversight of cost, programme, risk and benefits realisation.
- Ensure Gateway decisions are evidenced, data-led and aligned with organisational priorities.

- Maintain clear audit trails and decision records across all capital activity.

#### Financial and Commercial Leadership

- Hold portfolio-level accountability for capital expenditure performance, working closely with the Quantity Surveyor and finance teams.
- Shape procurement strategies that respond to scheme scale, risk and market conditions.

#### People and Resource Leadership

- Lead and line-manage the capital delivery team (Senior Project Manager, Project Manager, Quantity Surveyor & Clerk of Works), ensuring:
  - Clear roles and responsibilities
  - Capacity and capability aligned to programme demand
- Embed consistent standards, expectations and behaviours across capital delivery roles.
- Act as senior escalation point for performance, resourcing and delivery risks.

#### Key responsibilities include:

- Providing senior project management for the programmes of work, motivating and allocating tasks to project team members/stakeholders, ensuring that project scope and objectives are clearly articulated and understood.
- Cost management, programme management and risk management of projects, people and outputs will be the core focus of everyday activity and associated paperwork and reporting
- Developing and monitoring programme and project plans for short, medium and long term delivery and producing supporting documentation, and play a key role in overseeing the governance arrangements, reporting against project delivery milestones across key stakeholders.
- Undertaking tasks across varying timescales requiring high levels of concentration throughout.
- Oversee the construction phase of new build projects, ensuring delivery against agreed timeframes, budgets and quality specifications.
- Proactively overseeing the delivery of projects working closely in the procurement of design teams for new builds and managing their performance through the design process, taking appropriate action when progress is not as expected.
- Lead the procurement process for contractors, including the preparation of tender documentation, tender evaluations and contract award in line with GMCA governance procedures. Ensure value for money whilst maintaining high-quality standards across all procurement activities.
- Lead accountability for ensuring project requirements and resource levels are fully supported throughout the lifecycle of projects.
- Budgetary control as agreed with the Head of Property & FM.
- Establishing, developing and managing multiple relationships with stakeholders including internal colleagues in GMCA and external colleagues in construction firms and external professional services.
- Maintain comprehensive risk registers for all projects and implement mitigation strategies where necessary. Ensure compliance with all statutory, environmental and GMCA specific requirements, including procurement regulations and health and safety standards.
- Analysing, interpreting and synthesising complex information from a range of sources for use in project and strategy response and development, presenting this to a variety of audiences in appropriate formats, with the ability to respond to queries in relation to the information.
- Proactively working with the Land and Property and GMFRS teams to maximise access to specialist internal knowledge and liaise with wider external partners on new building construction. Ensure that the lessons learnt from new build work of GMFRS stations is used to add value to future transformation phases by leading and supporting strategic programme objectives development approaches with internal stakeholders and partners and beneficiaries.
- Writing relevant reports and papers for GMCA and Fire Service governance and status update meetings as required.
- Being responsible for contributing to the identification of own personal development needs and demonstrate a commitment to continuous self-development.
- Co-ordination of project resources and capacity across programme of work where required and commensurate with the level of this role.

- Set deliverables and manage performance with transparency as part of continuous improvement.
- Through personal example, open commitment and clear action, ensure diversity is positively valued, resulting in equal access and treatment in employment, service delivery and communications.
- Undertake any other duties commensurate with the grade, as may be required to support the Land and Property Team's contribution to the GMFRS Strategic Asset Management Plan.

## General

- Ability to work at a senior level in a complex transformation environment, building and driving effective relationships with multiple stakeholders from different organisations and cultures, taking lead responsibility for ensuring commitments are followed through and impact delivered.
- **Strategic thinking and planning:** able to scope, stand up and manage projects with the confidence to use methodology and approaches that fit the work in hand. Able to work collaboratively to translate strategic and conceptual thinking into formal scopes for tangible project delivery proposals.
- **Programme Management:** able to define, document and manage through to implementation multiple, complex projects with significant business impact, and high-risk dependencies.
- **Investment:** strong understanding of the local and national land and property built environment landscape.
- **Communication and Influence:** ability to influence and act as the main point of contact between GMCA, internal or external stakeholders, design teams and contractors securing and directing necessary commitment and resources to deliver results. Ensure clear, consistent communication to maintain alignment with project objectives. Co-ordinate with project team members to ensure effective communication and issue resolution.
- **Analytical Skills:** Monitor and report on project progress, risk and milestones, having the ability to review and interpret findings, evidence, and escalate critical issues as required for a range of audiences in a range of formats.
- **Financial Management:** excellent financial planning skills to develop short, medium and long term project financial cost plans with an ability to budget proactively.
- **Excellent written, IT and presentation skills:** capable of constructing and delivering clear ideas and concepts concisely and accurately for diverse audiences.
- Proven ability to demonstrate skills in negotiation, influencing, advocacy and assertiveness that will ensure co-operation, confidence and secure buy-in from all stakeholders and partners.
- Well-developed judgement and sensitivity to understanding key stakeholders and the GMFRS strategic transformation process.
- **Effective team leadership** and multi-disciplined team collaboration management experience.
- Experience of effective project management techniques and methods.
- Excellent team player, with the ability to play a pivotal role in terms of supporting the achievement of team deadlines and targets.
- Knowledge and awareness of the **current opportunities and issues facing local government and the wider public sector.**
- **Personally well organised** with the ability to identify and work to priorities.
- To hold yourself and others to a high standard of professionalism at all times, demonstrating your commitment to our values and behaviours as well as ensuring service confidentiality is maintained throughout all we do.
- Working with other teams internally and externally collaboration is maximised and supporting on activity where appropriate.
- Ensure the services delivered internally and externally are inclusive and accessible, integrated with the service.
- To align work area to the Sustainability Strategy and ensure work practices are inclusive of this value & strategic intent.

**NB: This list of duties and responsibilities is by no means exhaustive, and the post holder may be required to undertake other relevant and appropriate duties as required.**

## Knowledge, Skills, and Experience

## Core Skills and Capabilities

- Strategic capital planning and prioritisation
- Executive level reporting and assurance
- Financial and commercial acumen
- Influencing and negotiation at senior levels
- Sound professional judgement in complex environments
- Ability to apply proportionate governance based on risk and value

## Knowledge & Experience

- Significant experience leading capital programmes or portfolios across mixed-value schemes.
- Strong understanding of capital governance, investment appraisal and risk management.
- Experience of managing both high-volume, low-value programmes and low-volume, high-value major schemes.
- In-depth understanding of RIBA Plan of Work and major project gateway controls.
- Proven experience of leading multidisciplinary teams and professional consultants.
- Minimum of 5 years work in a senior project management field.
- Significant experience in leading and delivering multi-site construction programmes, particularly in the public or emergency services.
- Strong understanding of RIBA Plan of Work stages, including design, procurement, and construction phases.
- Proven ability to manage design teams and deliver high-quality outcomes within time and budget constraints.
- Knowledge in developing and implementing standardised designs or frameworks for capital projects
- Knowledge of JCT and NEC forms of contract and the ability to act as Employer's Agent.
- Significant experience of working at a strategic level on projects with multiple stakeholders from different teams and/or organisations and cultures, with the ability to facilitate collaboration and gather meaningful feedback from diverse groups.
- Experience of working in a complex property programme environment involving stakeholders from across the private and public sectors.
- Proven ability to influence and develop joint objectives with stakeholders and decision makers, and collaboratively achieve those objectives through partnership working.
- Experience of effectively managing budgets and contracts which utilise funds from a range of sources.
- Proven experience of successfully managing budgets, contracts and supply chains in a relevant setting.

## Skills, Values & Behaviours

- A desire to network internally across the organisation and to build visibility externally.
- Committed to public service and delivering high quality programmes and projects that improve outcomes for the residents of Greater Manchester.
- High standard of integrity and ethics, and the ability to maintain professional standards.
- Understanding of and commitment to promotion of equality and diversity.
- A desire to constantly learn, welcomes constructive challenge and reflects on own practice.
- Capacity to cope with challenges, pressures and setbacks.
- A high degree of initiative and flexibility.
- High level of attention to detail and a strong commitment to high quality work.
- Works with care and consideration for others.
- Politically astute.

## Corporate Duties

*Do not behave in way which discriminates against your fellow employees, or potential employees on the grounds of their sex, sexual orientation, marital status, race, religion, creed, colour, nationality, ethnic origin or disability.*

*Safeguard at all times confidentiality of information relating to staff and pensioners. Refrain from smoking in any areas of Service premises.*

*Behave in a manner that ensures the security of property and resources. Abide by all relevant Service Policies and Procedures.*

**Records Management / Data Protection** - *As an employee of the GMCA, you have a legal responsibility for all records (including employee health, financial, personal and administrative) that you gather or use as part of your work with the Service. The records may be paper, electronic, audio or videotapes. You must consult your manager if you have any doubt as to the correct management of the records with which you work.*

**Confidentiality and Information Security** - *As a GMCA employee you are required to uphold the confidentiality of all records held by the GMCA, whether employee records or GMCA information. This duty lasts indefinitely and will continue after you leave the GMCA employment. All employees must maintain confidentiality and abide by the Data Protection Act.*

**Data Quality** - *All staff are personally responsible for the quality of data entered by themselves, or on their behalf, on GMCA's computerised systems or manual records (paper records) and must ensure that such data is entered accurately and, in a timely manner, to ensure high standards of data quality in accordance with Departmental protocols. To ensure data is handled in a secure manner protecting the confidentiality of any personal data held in meeting the requirements of the Data Protection Act.*

**Health and Safety** - *All employees of GMCA have a statutory duty of care for their own personal safety and that of others who may be affected by their acts or omissions. Employees are required to co-operate with management to enable GMCA to meet its own legal duties and to report any circumstances that may compromise the health, safety and welfare of those affected by the Service's undertakings.*

**Service Policies** - *All GMCA employees must observe and adhere to the provisions outlined in these policies.*

**Equal Opportunities** - *GMCA provides a range of services and employment opportunities for a diverse population. As a GMCA employee you are expected to treat all employees / partners / members of the public and work colleagues with dignity and respect irrespective of their background.*