

## Role Profile

<b>Role:</b>	<b>Projects and Programme Manager</b>
<b>Directorate:</b>	Projects Group
<b>Salary Band:</b>	Band 10
<b>Post reference:</b>	PMS2a
<b>Job Evaluation Ref &amp; Date:</b>	N/A
<b>Role statement of purpose:</b>	To manage a defined range of programmes and projects compliant with TfGM Project Management Procedures and ensure the fulfilment of the project deliverables from inception to completion.
<b>Reports to:</b>	Head of Programme Management Services

	<b>Key Role Outputs(KROs)</b> <i>these set out what must be achieved for the post holder to be successful in the role</i>	<b>Key Actions</b> <i>These set out how the KROs will be achieved – the activities required.</i>
<b>1.</b>	Establish teams of effective Project Managers supported by competent, motivated and credible project teams	<ul style="list-style-type: none"> <li>• Appoint 'best fit' Project Managers and Senior Project Managers and the appointment of project teams to take cognisance of both cost and quality consideration.</li> <li>• Lead motivated project teams to deliver on their commitments.</li> <li>• Ensure that project teams deliver best value solutions and optimise value for the people of Greater Manchester.</li> <li>• Ensure excellence in the delivery of all projects delivered through Projects Group</li> <li>• Through exploration and research identify and implement creative ways to ensure best value in the delivery of projects for TfGM.</li> </ul>
<b>2.</b>	Manage projects and programmes against agreed plans and stakeholder needs	<ul style="list-style-type: none"> <li>• Lead and direct project managers to deliver against their respective project execution plans and the expectations of third party external stakeholders</li> <li>• Ensure an effective communications strategy is produced and delivered which supports the programme of activity</li> <li>• Agree detailed project plans within the framework established by Project Control, and</li> </ul>



		<p>review progress against commitments.</p> <ul style="list-style-type: none"><li>• Ensure projects / programmes are adequately resourced to deliver against their commitments.</li><li>• Establish appropriate mechanisms to continually review and monitor resource requirements.</li></ul>
<b>3.</b>	<p>Undertake systematic project reviews and agree action plans to address issues raised throughout the project lifecycle.</p>	<ul style="list-style-type: none"><li>• Lead the reviewing of milestones and progress for each project with Project Managers and maintain active review during the life of a project.</li><li>• Take corrective action to resolve problems, identify and report developing risks and issues.</li><li>• Oversee the production of regular, up to date and accurate project reporting.</li><li>• Provide expert advice on project management procedures</li><li>• Provide challenge and scrutiny on project performance and using persuasive communication skills influence external parties to deliver against project objectives.</li><li>• Ensure projects are routinely and rigorously assessed for their compliance with TfGM's Project and Programme Management Procedures.</li></ul>
<b>4.</b>	<p>Manage the handover and review of completed projects</p>	<ul style="list-style-type: none"><li>• Establish arrangements for the smooth transition into use. Ensure reviews of projects post-handover with relevant stakeholders.</li><li>• Establish a support framework for operational departments following the handover of projects.</li><li>• Ensure lessons learnt are fed back into the Project lifecycle through TfGM's Project and Programme Management Procedures</li></ul>
<b>5.</b>	<p>Establish positive and effective relationships with stakeholders</p>	<ul style="list-style-type: none"><li>• Develop effective working relationships with internal colleagues to ensure efficient working arrangements.</li><li>• Support project teams by leading on negotiations and acting as TfGM's representation with External Stakeholders</li><li>• Ensure key stakeholders are regularly apprised of project progress and activities and that they receive information promptly when required to meet their requirements.</li><li>• Measure, understand and respond to regular internal and external stakeholder feedback.</li><li>• Use feedback to continuously improve service</li></ul>



		quality.
6.	Seek to ensure on-going TfGMC/GMCA/AGMA support for programme and projects	<ul style="list-style-type: none"><li>• Maintain effective communication channels with TfGMC and AGMA /Combined Authority to keep them apprised of project / programme commitments and achievements through regular reporting.</li></ul>
7.	Ensure project / programme funding opportunities are identified, maximised and secured and options are comprehensively identified, assessed and evaluated.	<ul style="list-style-type: none"><li>• Work with internal colleagues to identify and optimise the strategic case and potential funding streams for project and programme proposals</li><li>• Produce compelling, persuasive and robust external funding submissions</li><li>• Negotiate with and seek to influence external funding bodies (e.g. Department for Transport etc.) in order to secure external funding.</li></ul>
8.	Manage the publication of technical guidance for adoption by project teams	<ul style="list-style-type: none"><li>• Establish and disseminate technical guidance reflecting best practice, post implementation feedback and technical research – appropriate for each project.</li></ul>
9.	Effective People Management and Leadership	<ul style="list-style-type: none"><li>• Live by the vision and values of TfGM, demonstrating clear leadership and providing a role model to staff across the organisation.</li><li>• Manage staff in accordance with the policies and procedures of TfGM to ensure their performance and contribution are utilised to maximum effect in the delivery of key objectives.</li></ul>
10.	Effective Third Party Contract and Relationships Management	<ul style="list-style-type: none"><li>• Be fully aligned with the TfGM Contract Management Tiering Model and foster and manage supplier relationships in accordance with the relevant Strategic Tier assigned by TfGM.</li><li>• Take ownership and responsibility for the full Contract Lifecycle of specified Third Party Supplier Contracts, including the pre- and post-award stages.</li><li>• Work with the TfGM Procurement Team and pro-actively drive cross-functional transparency.</li><li>• Ensure that TfGM also delivers on contractual obligations by making on-time payments and resolving issues or disputes fairly.</li><li>• Undertake the following with Third Party Suppliers:<ul style="list-style-type: none"><li>• Hold regular and formal performance management reviews;</li><li>• Formally track performance via KPIs and</li></ul></li></ul>



		<p>hold the Supplier to account where required;</p> <ul style="list-style-type: none"> <li>• Agree corrective action when performance is off-track and work with the Supplier to drive continuous improvement;</li> <li>• Scrutinise spend with Suppliers across the end-to-end process;</li> <li>• Ensure that POs and Invoice payment processes are accurate and in line with agreed contract terms.</li> </ul>
<p><b>Compulsory Outputs (COs)</b> <i>these set out what must be achieved for the post holder to be successful in the role</i></p>		<p><b>Key Actions</b> <i>These set out how the COs will be achieved – the activities required.</i></p>
<b>C1</b>	Ensure you comply with all applicable organisational legislation and policy:	<ul style="list-style-type: none"> <li>• TfGM Safety Management System (In particular section SMS 201 Roles and Responsibilities)</li> <li>• Bus Operator contractual management</li> <li>• Dignity at Work policy;</li> <li>• Information assurance and security in line with Cabinet Office requirements;</li> <li>• Risk management</li> <li>• TfGM policies and procedures</li> <li>• Equality and diversity legislation</li> <li>• TfGM Vision &amp; Values</li> </ul>
<b>C2</b>	Any other reasonable duties as required from time to time	

### Key Interdependencies

<b>Key Contacts</b>	Head of Projects Group Head of PMS Dept Managers in PMS / Projects Group
<b>Direct reports</b>	Project & Programme Management Core Team - Likely core of three people to be supplemented by other Project Managers as appropriate and external consultants; technical and project support to project managers
<b>Budgetary responsibility</b>	Departmental revenue budget and capital budgets in the region of £50 - £100 million
<b>Location</b>	TfGM, 2 Piccadilly Place, Piccadilly, Manchester, M1 3BG but may support the wider GM family and be required to attend construction sites.

<b>Office Use Only</b>	<b>Updated</b>	<b>Updated</b>	<b>Updated</b>	<b>Updated</b>	<b>Updated</b>
Created					
Peter Boulton October 2011	Chris Barnes March 2017	Anthony Murden May 2018	Chris Barnes Jan 2020		



<b>Projects and Programme Manager</b> <i>(Knowledge, skills and experience required at selection stage)</i>	
<b>E</b>	<b>Essential Experience:</b>
E1	Considerable experience in a senior management role
E2	Extensive experience in a project management role
E3	Extensive experience in managing contracts and ensuring contract compliance
E4	Proven experience of leading multi-disciplinary teams to deliver complex projects, work plans and to meet key objectives
E5	Experienced at a senior level of managing and training staff, and of planning work programmes
E6	Proven experience of co-ordinating and supervising multiple programmes of work
E7	Experience of developing strategies for continuous improvement and of project performance measurement
E8	Broad knowledge of public transport and transport in general
E9	Excellent interpersonal skills with proven ability to build and manage relationships across a wide stakeholder group
<b>D</b>	<b>Desirable experience:</b>
D1	Proven experience of delivering projects within operational environments
D2	Experience of working in an environment involving regular contact with senior elected members and attendance at Committees
<b>EQ</b>	<b>Essential Qualifications – Technical, Vocational or educational:</b>
EQ1	Educated to degree level or equivalent.
EQ2	Relevant Project Management qualification. (Practitioner, Degree or Diploma level).
EQ3	Relevant Programme Management qualification (e.g. MSP).
EQ4	Relevant professional qualification e.g. Chartered Engineer, Chartered Surveyor, Chartered Town Planner.
<b>DQ</b>	<b>Desirable Qualifications – Technical, Vocational or educational:</b>
DQ1	Membership of the Association for Project Management.
DQ2	Advanced Project or Programme Management Qualification
<b>EA</b>	<b>Essential Attributes:</b>
EA1	Excellent report writing skills with the ability to communicate at the highest levels and to deliver presentations to a wide audience
EA2	Ability to work under pressure to ensure the delivery of the objectives of multiple projects to deadlines and with external stakeholder influence
EA3	Persuasive with proven negotiation skills
EA4	Ability to analyse issues objectively and to formulate and rank alternative strategies and proposals
EA5	Committed, tenacious and results driven
EA6	Assertiveness and technical ability to challenge proposals to achieve results
EA7	An understanding of the constraints and regulations when delivering projects
EA8	Ability to actively seek, identify and implement opportunities for continuous



	improvement in project delivery
EA9	Excellent team leader with proven motivational skills
EA10	Approachable and confident decision maker
EA11	Commitment to achieving best value in projects delivery
<b>DA</b>	<b>Desirable Attributes:</b>
DA1	Committed to promoting the benefits of integrated transport