

## Role Profile

<b>Role:</b>	<b>Programme Assurance Manager</b>
<b>Directorate:</b>	Audit, Risk and Assurance (ARA)
<b>Salary Band:</b>	10
<b>Post reference:</b>	PORT2b
<b>Job Evaluation Date:</b>	14.03.2017
<b>Role statement of purpose:</b>	To lead the provision of an effective Assurance service, providing independent assurance opinion to the Executive and GMCA. Managing a team to develop and deliver a range of assurance activities to support successful delivery of all TfGM Business Plan and Greater Manchester Strategy priorities.
<b>Reports to:</b>	Head of Risk and Assurance

	<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>	Effective and efficient Assurance Service	<ul style="list-style-type: none"> <li>• Develop and own the Assurance Plan</li> <li>• Drive the provision of an effective and professional Assurance service.</li> <li>• Actively consider new and innovative ways of working and seek continuous improvement in the delivery of the service.</li> <li>• Promote ARA services throughout the Group and relevant external organisations, leading sessions to influence and persuade compliance with the principles.</li> <li>• Effectively manage competing deadlines and ensure Assurance Review timescales are achieved, to ensure externally driven deadlines are met, including funding bids and external approval processes e.g. Greater Manchester Combined Authority (GMCA) approvals and government deadlines.</li> </ul>
<b>2.</b>	Act as organisational Assurance expert	<ul style="list-style-type: none"> <li>• Be the expert Assurance specialist</li> </ul>

		<ul style="list-style-type: none"> <li>• Attend Boards to provide constructive scrutiny and challenge of assurance regime across the organisation.</li> <li>• Provide Leadership team with real time Assurance intelligence.</li> <li>• Identify and recommend most effective assurance approaches by evaluating characteristic of individual projects, evaluating the wider portfolio and drawing on new ways of working.</li> <li>• Act as “Assurance Champion” piloting and driving forward new ways of working in the organisation with the Executive/ SROs/ Sponsors.</li> <li>• Provide technical quality assurance across team outputs to ensure consistency.</li> <li>• Consider any non-standard Assurance approaches and provide advice and make decisions on alternative approaches.</li> </ul>
<p><b>3.</b></p>	<p>Develop, maintain and implement Integrated Assurance Strategy and procedures.</p>	<ul style="list-style-type: none"> <li>• Lead on the development, implementation and regular review of Integrated Assurance Strategy, assurance methodology, processes, procedures and practices.</li> <li>• Manage and direct the team to respond to multiple demands from internal and external stakeholders, to meet challenging and often externally accelerated timescales that are on the critical path.</li> <li>• Effectively communicate and promote good project assurance practice to staff and provide advice and assistance.</li> <li>• Review, interpret and agree the application of different methodologies and assurance approaches to be adopted across the organisation.</li> <li>• Work closely with SROs, Sponsors and Project/Programme Managers in the effective assurance of projects and programmes.</li> <li>• Contribute to Maturity Model assessments and benchmarking.</li> </ul>
<p><b>4.</b></p>	<p>Manage Assurance activities across TfGM</p>	<ul style="list-style-type: none"> <li>• Lead the management of the Assurance and Gateway Review process for internal TfGM and District promoted schemes on behalf of GMCA.</li> </ul>

		<ul style="list-style-type: none"> <li>• Champion development and delivery of the Integrated Assurance Strategy, ensuring an effective assurance regime, in accordance with the 3 Lines of Defence model, is in place and operating effectively.</li> <li>• Lead on rollout of CIFTER Risk and Complexity Assessments across the organisation working closely with Senior Responsible Officers (SROs).</li> <li>• Lead on the rollout of Integrated Assurance and Approvals Plans (IAAPs).</li> <li>• Interpret and analyse CIFTERs and IAAPs to determine most appropriate assurance approach.</li> <li>• Ensure adherence to organisational policies and procedures.</li> <li>• Provide scrutiny, challenge and guidance across the relevant project and programme teams.</li> <li>• Liaise closely with Internal Audit to contribute to risk based Audit planning and supporting relevant Audits.</li> </ul>
<p>5.</p>	<p>Review process for medium, high and very high risk projects</p>	<ul style="list-style-type: none"> <li>• Lead review teams through a range of assurance activity of Medium to very high risk programmes/projects.</li> <li>• Undertake planning meetings, agreeing assurance approach and process with SRO.</li> <li>• Agree Code of Conduct and ensure it is followed by the Team throughout the course of the review.</li> <li>• Provide clear direction and guidance to the Review Team Member(s).</li> <li>• Formulate alternative plans to ensure successful completion of reviews to accommodate changing parameters / externally driven changes to timescales.</li> <li>• Give Review Team Members the opportunity to contribute (and lead some reviews where required), particularly in their specialist skill area.</li> <li>• Give regular, clear feedback to the SRO, Head of Risk &amp; Assurance and Head of Audit, Risk and Assurance.</li> </ul>

		<ul style="list-style-type: none"> <li>• Co-ordinate and pull together individual review findings and recommend overall assessment score for agreement.</li> <li>• Ensure a clear and rigorous final report is completed within agreed timeframes, which includes evidence-based findings, challenging recommendations and, where appropriate, examples of exemplary practices.</li> <li>• Be accountable for the outputs of the review as a whole.</li> </ul>
6.	Responsible for robust Assurance Reporting to the Executive.	<ul style="list-style-type: none"> <li>• Oversee Assurance reporting, providing the Head of Risk and Assurance with robust reporting information for Boards, in line with specified submission deadlines.</li> <li>• Ensure the current health of the Portfolio and progress against agreed Assurance actions is thoroughly scrutinised and challenged to provide accurate KPI reporting information.</li> <li>• Escalate information on non-compliant projects.</li> <li>• Prepare, as required, regular reports for Boards &amp; Audit, Risk and Assurance Committee (in line with governance requirements)</li> <li>• Provide assurance on the quality of reporting.</li> </ul>
7.	Effective delivery of Learning and Development	<ul style="list-style-type: none"> <li>• Be the subject matter expert and provide mentoring and coaching to Executive team, Senior Managers, SROs and Sponsors, gaining buying and influencing implementation of new approaches and ways of working.</li> <li>• Support the development and delivery of training and provide supporting tools to help staff in assuring projects and programmes effectively.</li> </ul>
8.	Effective People Management and Leadership	<ul style="list-style-type: none"> <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> <li>• Actively contribute to ARA Leadership Team.</li> </ul>

		<ul style="list-style-type: none"> <li>• Deputise to the Head of Risk and Assurance and Head of Audit, Risk and Assurance as requested.</li> <li>• Procure and manage external consultancy commissions as required for the delivery of the Assurance service.</li> </ul>
9.	Best practice application	<ul style="list-style-type: none"> <li>• Be knowledgeable in project and programme management best practice and keep up to date with trends and developments, to apply that knowledge in the organisation.</li> </ul>
9.	Effective delivery of the wider Audit, Risk and Assurance Leadership	<ul style="list-style-type: none"> <li>• Support the Head of Risk and Assurance in embedding risk management.</li> <li>• Facilitate organisational workshops and reviews, as directed.</li> <li>• Contribute and support work on any other business activities as directed by the Head of Audit, Risk and Assurance.</li> <li>• Manage Assurance service costs and ensure capitalisation targets are achieved.</li> </ul>
<b>Compulsory Outputs (Cos)</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 Cos will be achieved – the activities required.</i>
C1	Ensure you comply with all applicable organisational legislation and policy:	<ul style="list-style-type: none"> <li>• Health and Safety Management System (In particular section SMS201 Roles and Responsibilities)</li> <li>• Bus Operator contractual management</li> <li>• Information assurance and security in line with Cabinet Office requirements;</li> <li>• Risk management</li> <li>• Information Systems policies</li> <li>• TfGM policies and procedures</li> <li>• Equality, Diversity and Inclusion Policy</li> <li>• Dignity at Work Policy;</li> <li>• TfGM's Values and Behaviours</li> </ul>

### Key Interdependencies

<b>Key Contacts</b>  <b>(Across TfGM and GMCA)</b>	<ul style="list-style-type: none"> <li>• Chief Executive Office</li> <li>• Audit, Risk and Assurance Leadership Team and team members</li> <li>• Directors</li> <li>• Senior Managers / Functional Leads</li> </ul>
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	<ul style="list-style-type: none"> <li>• Senior Responsible Officer and Sponsors</li> <li>• All Project/Programme Managers</li> <li>• Specialist Assurance reviewers (Discipline experts)</li> <li>• Internal Audit Team</li> <li>• External consultants, Contractors and Suppliers</li> <li>• Local Authorities</li> </ul>				
<b>Direct reports</b>	<ul style="list-style-type: none"> <li>• Programme Assurance Officers</li> <li>• Other staff as Assigned.</li> <li>• Commissioning and managing external assurance work. (with consultancies/contractors)</li> </ul>				
<b>Budgetary responsibility</b>	Audit, Risk and Assurance Revenue Budget as directed				
<b>Location</b>	TfGM, 2 Piccadilly Place, Piccadilly, Manchester, M1 3BG				
<b>Office Use Only</b>	<b>Updated</b>	<b>Updated</b>	<b>Updated</b>	<b>Updated</b>	<b>Updated</b>
	Tom Smith March 2017	Tom Smith March 2025			

## Person Specification

<b>Programme Assurance Manager</b> <i>(Knowledge, skills and experience required at selection stage)</i>	
<b>E</b>	<b>Essential Experience:</b>
E1	Significant knowledge of project and programme tools/systems and methodologies
E2	Demonstrable infrastructure project and programme management experience, allowing a comprehensive knowledge and understanding of the fundamental principles and techniques
E3	Proven substantial experience of leading the effective assurance of major projects and programmes
E4	Strong leadership and communications skills
E5	Significant understanding of working in partnership with local authorities and other public bodies, with a clear understanding of the relevant processes, constraints and duties.
E6	Demonstrable experience of operating at a senior management level and in a complex organisation
E7	Working in a public sector organisation
E8	Track record of influencing and gaining buy in of senior managers, directors and other stakeholders
E9	Experience in preparing accurate and detailed reports for external stakeholders.
E10	Success in building and leading effective teams
<b>D</b>	<b>Desirable experience:</b>
D1	Project / Programme / Portfolio management experience in a client organisation
D2	Business Case development using the Five Case Model
D3	OGC Gateway Reviewer
D4	Evidence of continuous professional development
<b>EQ</b>	<b>Essential Qualifications – Technical, Vocational or educational:</b>
EQ1	Educated to degree level or equivalent
EQ2	Formal project / programme management qualification / accreditation e.g. APM Project Management Qualification (PMQ)
<b>DQ</b>	<b>Desirable Qualifications – Technical, Vocational or educational:</b>
DQ1	Relevant Post graduate qualification or equivalent
DQ2	Chartered Project Professional (e.g. ChPP)
DQ3	Membership of relevant Professional Body. E.g. <a href="#">Full member</a> of APM (MAPM) or other project discipline.
<b>EA</b>	<b>Essential Attributes:</b>
EA1	A commitment to deliver the agreed work plan to the timescale and standards required.
EA2	An understanding of the processes in place to deliver streams of work.
EA3	Shows professionalism at all times and personal behaviour that is in line with the TfGM statement of values and behaviours.
EA4	An ability to work effectively with colleagues whose work will be impacted by your

	activities, and of those where you will be affected - managing the interdependencies.
EA5	Punctual and reliable
EA6	Pride in consistently delivering work to required standards and deadlines
EA7	Competent in adhering to TfGM policies, procedures and working practices.
EA8	Prepared to assist others to manage fluctuations in workload.
EA9	Ability to monitor compliance and to give constructive feedback
EA10	A customer focused approach - an understanding of, and appropriate response to, the expectations of the TfGM and external customers the role holder must work with.
EA11	A commitment to manage and review your work on a regular basis.
EA12	An ability to work on own initiative with little supervision.
EA13	Able to make positive contribution to work teams.
EA14	Ability to achieve results through others
EA15	Ability to Influence others and gain their commitment and enthusiasm
EA16	Methodical approach to implementing processes, procedures and practices
EA17	Ability to actively seek, identify and implement opportunities for continuous improvement
EA18	A clear understanding of the work plan and the contribution expected of you and your colleagues.
EA19	Ability to supervise others in a supportive manner.
EA20	Computer literate with proficiency in Microsoft Outlook, PowerPoint, Word and Excel.