

Role: Ticketing and Retail Senior Delivery Manager

Directorate: Customer and Growth - Ticketing

Salary Band: Band 9

Post reference: TK24

Job Evaluation Ref & Date: 31/07/19

Role statement of purpose: Will apply industry standard agile practices in the delivery of ticketing product improvements and projects, including planning, progress tracking, managing blockers, financial management, scope management, resource management, stakeholder management and governance. Will resolve stakeholder and team conflict and incorporate business change into plans and encourage collaboration within teams and across departments.

Reports to: Lead Delivery Manager

	Key Role Outputs (KROs) <i>these set out what must be achieved for the post holder to be successful in the role</i>	Key Actions <i>These set out how the KROs will be achieved – the activities required.</i>
<p>A Senior Delivery Manager is expected to deliver large and complex projects with no additional support from peers or managers. They will take account of the end to end product delivery lifecycle from concept into operation and continuous improvement. They will manage delivery risks and stakeholders effectively and track complex project outcomes in detail issuing high quality project outputs to stakeholders. They are expected to provide a high degree of guidance and direction to more junior roles in the Ticketing team and may line manage a small number of less experienced Delivery Managers. They will ensure that business change and business impact is considered and factored into all plans. The Senior Delivery Manager will also ensure that any operational business processes and improvements are represented in any delivery plans</p>		
1.	Effective execution of delivery plans	<ul style="list-style-type: none"> • Develop and maintain Ticketing product delivery plans with Product Owners and third-party suppliers across the product lifecycle incorporating technical, business change and operational needs to achieve the required outcomes. • Develop and maintain Release and Environment Plans with Ticketing colleagues and third-party suppliers to prevent conflicts and delays



		<ul style="list-style-type: none">• Develop and maintain plans for operational support for the lifecycle of the project/product• Ensure a sustainable product delivery pace is maintained for complex and/or high risk delivery and is focussed on achieving tested, high quality outcomes for citizens and TfGM.• Lead effective, collaborative and dynamic planning activities for complex and/or high risk delivery projects. Lead team members in prioritising workload against the capacity and capability of the team.• Communicate delivery status effectively to the team and to stakeholders and assurance bodies - adapting communication appropriately to the audience.• Monitor and manage their own and, as appropriate, the team's progress against achieving defined outcomes and collaboratively adjust plans where necessary. With a special focus on complex and high risk delivery projects.• Ensure funding is in place and spending is tracked and forecasts are regularly and accurately produced.• Ensure positive team dynamics are encouraged and a positive working environment is nurtured at all times. Be regarded as an anchor for other members of the team.• Manages resource demand across the team, onboarding team members ensuring the effective communication of key materials and setting achievable goals and objectives in the process• Determine and agree quality and delivery goals across multiple stakeholders, ensuring the work of the team is clear, measurable and testable
2.	Coaching and collaboration that drives team performance	<ul style="list-style-type: none">• Ensure effective agile techniques and ceremonies are used by the team. Coach the team in agile practices including those relating to software engineering, testing and user centred design processes. Coach/mentor less experienced Agile Delivery Managers in agile techniques.• Facilitate agile ceremonies, planning workshops and lessons learned activities ensuring the outcomes are communicated to all team members.• Champions the use of agile engineering and continuous delivery methods within product teams, establishing clear responsibilities and outcomes.• Works with stakeholders across the organisation, establishing the strong relationships needed to drive multi-disciplinary and highly collaborative deliveries.

<p>3.</p>	<p>Effective working relationships with Product Owners and stakeholders</p>	<ul style="list-style-type: none"> • Work with the Product Owner and other members of the team to define the road map for products and services and work with the team to translate that into a prioritised work backlog covering both technical and business change needs. • Work with the Product Owner in setting priorities for the team and draw contributions from team members to ensure there is a clear understanding of what is achievable • Be a major contributor into the creation of business cases on behalf of the Ticketing team and its stakeholders, setting out clear benefits, managing expectations and agreeing effective plans and outcomes. • Analyses and measures delivery progress in pursuit of business outcomes, providing traceability across complex deliveries • Establishes a clear definition of closure across multiple complex projects, managing change and deviations with Product Owners and senior stakeholders
<p>4.</p>	<p>Timely and effective management of risks and issues</p>	<ul style="list-style-type: none"> • Identify and ensure prompt resolution of blockers for the team for complex and/or high risk delivery. Act as the owner of “blockers” even when resolution may sit with others at any level in the organisation. Ensure risks are surfaced and mitigated. • Implements project controls for complex and high-risk initiatives that ensure scope, time, people, budgets, risks and issues are effectively communicated and managed. • Provides reports for peers, stakeholders and leadership for significant initiatives that allow constructive decision making to be taken at senior levels in TfGM. • Identifies and agrees budgetary needs across a complex range of initiatives, ensuring finances are controlled and managed within pre-defined, agreed tolerances. • Responsible for ensuring that complex operational risks are identified, monitored, communicated and effectively addressed.
<p>5.</p>	<p>Effective management of external 3rd parties and their contribution to delivery plans</p>	<ul style="list-style-type: none"> • Defines and negotiates statements of work with 3rd-parties and with business stakeholders, ensuring competitive pricing and good value for TfGM. • Ensure external assurance groups are appropriately engaged and that formal approvals do not represent significant risk to meeting outcomes. • Ensure the effective delivery of external dependencies on behalf of the team.



		<ul style="list-style-type: none"> • Ensure external teams that have delivery dependencies are appropriately engaged and aware of current delivery status. • Effectively manage 3rd party deliverables in relation to complex contracts and business plans, ensuring purchase orders align with contract terms and delivery expectations. • Manages and reports on the effectiveness of contracts and resource plans, ensuring 3rd party costs are effectively measured and track appropriately in relation to agreed delivery goals and statements of work. • Builds professional relationships with 3rd parties that ensures the effective supply of their services over time.
6.	Continual improvement of the Agile delivery, its tools and techniques	<ul style="list-style-type: none"> • Actively contribute to the continual improvement of the Ticketing team and contributing to the strength and capabilities of the delivery function in Ticketing • Ensure the team has the right working environment and tools needed to deliver effectively and be a leader in the identification of future tools and toolsets that will positively impact team productivity. • Coach other teams, peers and senior managers in agile delivery practices. • Be an accessible, experienced agile coach for Ticketing Delivery Managers working to improve others' learning and to set standards for delivery. • Employs effective agile techniques and ceremonies, coaching the team on agile practices including those relating to engineering, testing and user centred design. • Challenges and improves project methods used across the organisation, simplifying practices, and using tools and data to increase productivity • Defines the standards and best practice methods that underpin delivery practices, leading in their adoption.
Compulsory Outputs (COs) <i>these set out what must be achieved for the post holder to be successful in the role</i>		Key Actions <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"> • TfGM Safety Management System (In particular section SMS 201 Roles and Responsibilities) • PCI DSS standards, policies and procedures • Bus Operator contractual management • Dignity at Work policy;

		<ul style="list-style-type: none"> • Information assurance and security in line with Cabinet Office requirements; • Risk management • TfGM policies and procedures • Equality and diversity legislation • TfGM Vision & Values • Act in accordance with TfGM’s behaviours and competencies • IS and Ticketing Operations policies and procedures • IS Security Policies and Procedures
C2	Any other reasonable duties as required	<p>The post holder is representative of Ticketing and is expected to:</p> <ul style="list-style-type: none"> • 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 service, specifically within this role, by providing cover for extended service hours.

Key Interdependencies

Key Contacts	<ul style="list-style-type: none"> • Partners and suppliers • Ticketing Leads • People within the Ticketing, Customer and IS Departments • Business Partners within HR, Procurement and Finance • Practice Leads within Ticketing Department • Head of Ticketing • Product Owners and “Heads of” across the business
Direct reports	Delivery Managers and Associate Delivery Managers
Budgetary responsibility	None
Location	TfGM, 2 Piccadilly Place, Piccadilly, Manchester, M1 3BG

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Created					
By: Helen Humble Jan 2021	Jayne James Nov 2025				



Ticketing and Retail Senior Delivery Manager <i>(Knowledge, skills and experience required at selection stage)</i>	
E	Essential Experience, Knowledge and Skills:
E1	<p>PLANNING, TEAM DYNAMICS AND COLLABORATION. Able to:</p> <ul style="list-style-type: none"> • Experience of developing and maintaining Ticketing product delivery plans incorporating technical, business change and operational needs. • Develop and maintain Technical Environment and Release Plans • Applies Ticketing and Retail experience to produce realistic plans • Lead a continual planning process in a very complex environment. • Identify dependencies in plans across services and coordinate delivery. Coaches other teams and individuals. • Identify problems or issues in the team dynamic and rectify them. • Identify issues through agile health-checks with the team and provoke the right responses. • Engage in varying types of feedback choosing the right type at the appropriate. • Able to lead team development.
E2	<p>AGILE AND LEAN PRACTICES, EFFECTIVE COMMUNICATION AND MAKING THE PROCESS WORK:</p> <ul style="list-style-type: none"> • Coaches and leads teams in agile and lean practices. Is a recognised expert. • Creates or tailors' new ways of working and is always innovating. • Able to facilitate difficult discussions within the team or with diverse senior stakeholders. • Able to provide succinct and appropriate updates to senior stakeholders. • Ensures a single view of the project status is shared • Able to communicate metrics such as team health and the product delivery in a user-friendly way. • Able to identify and challenge organisational processes. • Able to coach the organisation to inspect and adapt processes.
E3	<p>SOFTWARE ENGINEERING AND PRODUCT DESIGN:</p> <ul style="list-style-type: none"> • Has hands-on experience working with software developers and understands the nature of detailed coding tasks • Has been a successful Agile Delivery Manager. • Understands and appreciates Software and Infrastructure Engineering at task level. • Understands and aligns Product Design with business change activity • Familiar with secure coding & testing standards/best practices. • Ability to allocate work to optimise productivity. • Has a good understanding of Enterprise Architecture principles. • Has demonstrable experience of having worked as a Delivery Manager or relevant role in an enterprise product environment. • Understands delivery dimensions of customer-centric product design at both strategic and task level including service design, user research, business analysis and data analysis.
E4	<p>MAINTAINING DELIVERY MOMENTUM AND LIFECYCLE PERSPECTIVE. Able to:</p> <ul style="list-style-type: none"> • Able to optimise the delivery flow of teams. • Actively addresses the most complicated risks, issues and dependencies including ownership. • Identifies innovative ways to unblock issues. • Applies experience of product lifecycle management.



	<ul style="list-style-type: none"> • Able to prioritise/schedule tasks. • Able to match deliverables to the right people with the right skillsets. Plans and engages with the appropriate stakeholders.
E5	<p>COMMERCIAL AND FINANCIAL MANAGEMENT: Able to:</p> <ul style="list-style-type: none"> • Act as the escalation point and resolve large or high-risk commercial management issues. • Coach others in appropriate commercial management. • Can balance money vs. value. • Consider the impact of user needs. • Reports on financial delivery. • Able to monitor cost and budget targets and escalate issues and provide direction to team. • Extensive experience of managing third party suppliers
E6	<p>TECHNICAL SERVICE MANAGEMENT AND WATERFALL PROJECT & PROGRAMME MANAGEMENT:</p> <ul style="list-style-type: none"> • Managing a live technical support team at task level. Understands ITIL service management and able to integrate agile delivery with change, release and support processes. • Has managed digital waterfall projects that were part of a large programme through the full lifecycle.
D	Desirable Experience – SFIA version 6:
D1	Innovation: level 6
D2	Methods and Tools: Level 6
D3	Product Management: Level 4
D4	Financial Management: Level 5
EQ	Essential Qualifications – Technical, Vocational or educational:
EQ1	GCSEs or an equivalent
EQ2	Ticketing industry experience
DQ	Desirable Qualifications – Technical, Vocational or educational:
DQ1	A degree or equivalent industry experience
DQ2	Lean, Agile / Scrum certified
DQ3	ILM 4 or above
DQ4	Prince2 certified
DQ5	ITIL Foundation
EA	Essential Attributes:
EA1	RELIABLE by doing what we say we will do
EA2	HONEST in our communications and our feedback
EA3	RESPECTFUL in how we behave
EA4	REWARDING by recognising a job well done
EA5	EMPOWERING by enabling potential to be realised
DA	Desirable Attributes: