

Role Profile



Strategy, Policy & Communications Director

POLITICALLY RESTRICTED POST

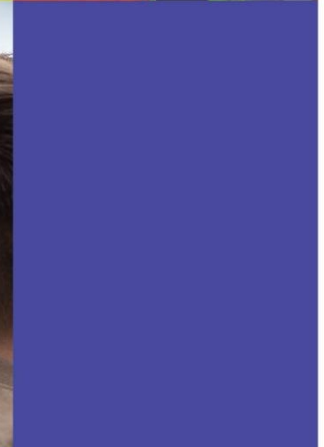
Job Family: Leadership

Grade: Leadership Level 1 Lower

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.



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Role Purpose:

Act as a strategic leader for TfN, enabling staff 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 and implementation of a coherent and integrated approach to pan-northern strategic transport planning, analysis & appraisal, research and stakeholder engagement & communications.

Provide leadership and direction to the Policy, Strategy & Research, Programme Management, Analysis & Appraisal and Stakeholder Engagement & Communications Teams.

Key Accountabilities:

Key Role Outputs (KROs) Key Actions

What must be achieved for the post-holder to be successful in the role *How the KROs will be achieved – the activities required*

1.	Leadership	<ul style="list-style-type: none">• Create a positive and productive climate through impactful leadership as part of the senior management team 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, Rail North Committee, NPR Co-Sponsors' Board, and NPR related Stakeholder Forums as required.• Provide strong, visible and collective leadership as a member of the TfN Leadership Team 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.• Live the values of the organisation and set an example for the rest of the organisation in how these should be applied when working both internally and externally.
2.	Strategy and Planning	<ul style="list-style-type: none">• Own and ensure that the outputs from the Strategy, Policy & Communications Function are fully integrated into the on-going development, update and delivery of TfN's long term, multi-modal statutory strategy (Strategic Transport Plan), taking responsibility for the evidence base and business cases that will support decision making.• Communicate TfN's strategic plans throughout the Strategy, Policy and Communications function ensuring high levels of awareness and engagement.
4.	Commissioning	<ul style="list-style-type: none">• Act as the intelligent client for all outputs and services across the Strategy, Policy and Communications function, including that 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	<ul style="list-style-type: none"> • Develop and inspire leadership at all levels across the Strategy, Policy and Communications function, both internally and externally, to encourage a culture of high performance focussed on supporting the delivery of TfN's strategic objectives by being part of the TfN Leadership Team.
6.	Financial Management	<ul style="list-style-type: none"> • Have overall financial accountability and responsibilities for the Strategy, Policy and Communications function, ensuring that resources are 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	<ul style="list-style-type: none"> • 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 function	<ul style="list-style-type: none"> • Establish and manage the framework within which the function operates. • Work closely with other relevant external agencies and stakeholders in developing joint strategies to support and manage the delivery of TfN's Strategy, Policy and Communications 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. • Lead the development and presentation of robust propositions to the DfT on behalf of TfN to obtain the necessary central government support and future funding as required.
2.	Ensure an integrated approach to the ongoing development and implementation of the Strategic Transport Plan	<ul style="list-style-type: none"> • Lead the continual development and implementation of an evidence based, outcome focused and statutory 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 and maintain strategic transport planning processes that are transparent, command the support and confidence of all partners and that are consistent with best practice.

		<ul style="list-style-type: none"> • Support 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.	Oversee TfN's Stakeholder Engagement & Communication Strategy	<ul style="list-style-type: none"> • Oversee the development and delivery of a holistic Stakeholder Engagement & Communication Strategy for TfN ensuring this supports achievement of our strategic objectives and priorities. • Oversee the development and delivery of a Channels Strategy to ensure TfN continually makes the best and most effective use of all available channels throughout all its stakeholder engagement & communication activities, services and functions. • Oversee the development and delivery of a Brand Strategy to enhance TfN's corporate image and reputation. • Oversee the delivery of all aspects of public relations, media relations, stakeholder engagement, political & media monitoring, launches & event management, award submissions, internal & external communications service through both TfN's Stakeholder Engagement & Communications Team and external service providers. • Oversee the development and management of key strategic stakeholder relationships including Government, Parliament, Department for Transport, Delivery Agencies, wider stakeholders and the media.
4.	Programme management, assurance and commissioning systems, processes and procedures	<ul style="list-style-type: none"> • Develop and lead all aspects of TfN's programme management, assurance and commissioning processes, systems, reporting, policies and procedures. • Ensure the 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.
5.	Modelling, supply and demand forecasting tools to support strategy and planning	<ul style="list-style-type: none"> • 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.

		<ul style="list-style-type: none"> Oversee the annual agreement and delivery of modelling, analysis and appraisal support services to the DfT ensuring TfN receives the necessary level of funding commensurate with all such services provided.
6.	Contribute to and support the development of TfN's business cases and funding proposals	<ul style="list-style-type: none"> Contribute to and support the development of business cases and project proposals across all programmes ensuring effective scrutiny of all such proposals.
7.	Develop effective strategy and policy management processes across delivery agencies, stakeholders and partners	<ul style="list-style-type: none"> Foster productive working relationships with all TfN's partners (including DfT, Combined Authorities and their members, LEP's and other Local Transport Authorities across the North), 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, Policy and communications activities, including dealing with requests for information from the public, stakeholders and (where appropriate) the media. Attend public/stakeholder meetings as required. Progress the interests of TfN with senior employees of Department for Transport, partners, Network Rail, Great British Railways, National Highways, Office of the Rail Regulator, Train Operating Companies, Freight Operating Companies, and other transport providers and industry bodies.

Compulsory Outputs(COs) <i>What must be achieved for the post-holder to be successful in the role</i>		Key Actions <i>How the COs will be achieved – the activities required</i>
1.	Ensure you comply with all applicable organisational legislation and policy	<ul style="list-style-type: none"> TfN's Safety Management System. TfN's Dignity at Work policy. TfN's Diversity Policy and Charter. GDPR and Freedom of Information. Risk management. TfN policies and procedures. TfN Vision, Values and behaviours. DfT policies and procedures where applicable.
2.	Any other reasonable duties	<p>The post holder is expected to:</p> <ul style="list-style-type: none"> Conduct themselves in a professional manner and with due courtesy at all times.

	as required from time to time	<ul style="list-style-type: none"> • Be flexible within the workplace and adapt to meet the requirements of an evolving organisation.
Key Interdependencies:		
Key Contacts	<ul style="list-style-type: none"> • Department for Transport • National Agencies including National Highways, HS2 Ltd, Network Rail, Great British Railways and Office of Road and Rail • TfN Boards • TfN Leadership Team • Colleagues within the wider TfN team • Senior Executives & Members of the various Combined Authorities, PTE's and Local Authorities across the North of England 	
Direct Reports	<ul style="list-style-type: none"> • Head of Data, Analysis & Appraisal • Head of Policy, Strategy, Economics & Research • Head of Stakeholder Engagement & Communications • Project Manager – PMO • Personal Assistant 	
Budgetary Responsibility	<p>Support the financial management of TfN's corporate revenue budget of circa £9m per annum.</p> <p>Oversee funding received for the delivery of modelling, analysis & appraisal services to the DfT circa £1.5m for staffing and circa £4m for associated support contracts.</p>	
Politically Restricted Post:		
<p>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.</p> <p>Please see TfN's Protocol for Politically Restricted Posts for further details.</p>		

Person Specification

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, policy and stakeholder engagement 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 - <i>Creates new and better ways for the organisation to be successful.</i>
EC2	Ensure Accountability - <i>Holds self and others accountable to achieve results, even under challenging circumstances.</i>
EC3	Collaborates - <i>Building partnerships and working collaboratively with others to meet shared objectives.</i>
EC4	Instils Trust - <i>Gaining the confidence and trust of others through honesty, integrity and authenticity.</i>
EC5	Financial Acumen - <i>Interpreting and applying understanding of key financial indicators to make better business decisions.</i>
EC6	Decision Quality - <i>Making good and timely decisions that keep the organisation moving forward.</i>
EC7	Strategic Mindset - <i>Seeing ahead to future possibilities and translating them into breakthrough strategies.</i>
EC8	Attracts Top Talent - <i>Attracting and selecting the best talent to meet current and future business needs.</i>
EC9	Drives Vision and Purpose - <i>Painting a compelling picture of the vision and strategy that motivates others to action.</i>
EC10	Manages Ambiguity - <i>Operating effectively, even when things are not certain or the way forward is not clear.</i>

