

## Role Profile

<b>Role:</b>	<b>Bus Franchising Programme Director</b>
<b>Directorate:</b>	Executive
<b>Post reference:</b>	BF2
<b>Role statement of purpose:</b>	To provide strategic leadership of the successful implementation of a world class Bus Franchising system, laying the foundations for delivering the required outcomes set out in the vision for Bus as a fundamental component of the delivery of the bee network - an integrated transport network across Greater Manchester. To contribute to strengthening operational, commercial and complex delivery capabilities by providing strategic, operational and commercial leadership across Bus and other operationally and commercially strategic activities.
<b>Reports to:</b>	Managing Director

	<b>Key Role Outputs (KROs)</b> these set out what must be achieved for the post holder to be successful in the role	<b>Key Actions</b> These set out how the KROs will be achieved – the activities required.
<b>1.</b>	Successful implementation of a Bus Franchising programme which is fully integrated into the development of the overall vision for Bus and for the Bee network - an integrated transport system across Greater Manchester.	<ul style="list-style-type: none"> <li>• Lead the implementation of the Bus Franchising programme, to ensure the programme achieves its stated objectives and aligns to the overall vision for Bus and the Bee Network, balancing programme, budget and quality dynamics</li> <li>• Ensure that the implementation of bus franchising is undertaken in line with the requirements and direction of a range of stakeholders</li> <li>• Lead on ensuring the implementation is attractive to the market, including market engagement and oversight of the dialogue/negotiation process in the franchise services, and other key procurements.</li> </ul>

		<ul style="list-style-type: none"> <li>• Design and implement, in conjunction with CELT, a reformed bus operating model across TfGM, including leading business change for people, process and technology to enable successful transition to franchised / business as usual operations.</li> <li>• Be the 'intelligent client' for all elements of the output across the Bus Franchising Implementation Programme undertaken by employees, third parties or consultants ensuring all requirements and outputs are continuously delivered to agreed standards, time and budget.</li> <li>• Pro-actively lead on reporting on the Bus Franchising implementation as a key member of the TfGM Leadership Team and attend and brief GMCA/Mayoral and TfGM's Executive and relevant Boards as necessary.</li> <li>• Support in building commercial acumen, insight and strategies across the organisation.</li> <li>• Have overall budgetary accountability for Bus Franchising implementation, taking overall responsibility for using resources to deliver agreed end results that are consistent with long term business strategies.</li> </ul>
<p><b>2.</b></p>	<p>Effective and collaborative relationships across a wide spectrum of stakeholders and partners.</p>	<ul style="list-style-type: none"> <li>• Be a key 'outward face' of TfGM/GMCA in respect of Bus Franchising Implementation including meaningful communications and fostering long standing relationships with all stakeholders.</li> <li>• Work with the Chief Operating Officer and the existing Bus Team to ensure that relationships with incumbent operators and issues associated with the transitional phase from a de-regulated model are managed effectively and efficiently.</li> </ul>
<p><b>3.</b></p>	<p>Effective leadership and management of the Bus Franchising Programme</p>	<ul style="list-style-type: none"> <li>• Develop and inspire leadership at all levels across the Bus Franchising Programme and TfGM more broadly, both internally and externally, to encourage a culture of high performance, focused on supporting the</li> </ul>

		<p>delivery of Bus Franchising in Greater Manchester.</p> <ul style="list-style-type: none"> <li>• Own a robust framework for managing programme/project risks/opportunities to instill a culture of awareness and commitment to and the appropriate management of risks and opportunities.</li> </ul>
4.	Bus Franchising is fully integrated into a long term multi-modal strategy for Greater Manchester.	<ul style="list-style-type: none"> <li>• Work with the Finance and Corporate Services Director and others to develop a sustainable funding strategy for bus, as part of an integrated network, reflecting the recovery from Covid-19, including seeking to maximise the opportunities arising from the National Bus Strategy and the subsequent development of the Bus Services Improvement Plan.</li> </ul>
5.	Effective operational, commercial and complex delivery capabilities support successful and timely decision making, the management and resolution of complex issues and risks.	<ul style="list-style-type: none"> <li>• Provide strategic advice, commercial acumen and insight to the Bus Franchising Implementation and other programmes.</li> <li>• Provide strategic, commercial and programme management leadership to the implementation and mobilisation of an integrated network and to other major programmes and strategic activity.</li> </ul>
6.	A positive and productive climate across TfGM.	<ul style="list-style-type: none"> <li>• Engage and enable employees, consultants and advisors to be the best they can be by demonstrating the cultural and behavioural norms, inspiring confidence and commitment to the goals of TfGM.</li> </ul>
7.	Living TfGM's Values	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

<b>Compulsory Outputs (COs)</b> these set out what must be achieved for the post holder to be successful in the role		<b>Key Actions</b> These set out how the COs will be achieved – the activities required.
<b>C1</b>	Compliance with organisational policies and relevant legislation	<ul style="list-style-type: none"> <li>• Data Protection legislation</li> <li>• TfGM Safety Management System</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> </ul>

		<ul style="list-style-type: none"> <li>• Risk Management</li> <li>• Equality and Diversity legislation</li> <li>• TfGM Vision and Values</li> <li>• TfGM's Behaviours and Competencies</li> </ul>
<b>C2</b>	Any other reasonable duties as required from time to time	

### Key Interdependencies

<b>Key Contacts</b>	Chief Executive TfGM Directors and Heads of Department GMCA and GM districts Bus Operator market Customer Groups Department for Transport Transport Authorities across the North NDPBs Business Community
<b>Direct reports</b>	TBC
<b>Budgetary responsibility</b>	TBC
<b>Location</b>	TfGM, 2 Piccadilly Place, Piccadilly, Manchester, M1 3BG

Office Use Only	Updated	Updated	Updated	Updated	Updated
<b>Created By</b>					
SW December 2021					
<b>HR Verification</b>					

<b>Role Title – Bus Franchising Programme Director</b>	
<b>Experience, Knowledge and skills required at selection stage</b>	
<b>EQ</b>	<b>Essential Qualifications – Technical, Vocational or educational:</b>
EQ1	Educated to degree level or equivalent
EQ2	Evidence of continuous professional development
EQ3	Membership of relevant professional body
<b>Experience</b>	
E1	Extensive experience of working at a Director or senior management level within a complex organisation, delivering stakeholder, corporate and programme objectives, supporting colleagues, leading and motivating departmental or programme teams to create a positive and productive climate.
E2	Significant experience of franchising/major procurement activity and of negotiating contracts with suppliers, preferably within a transport or closely related sector.
E3	Significant experience of leading large, complex, multi-faceted and visible programmes with diverse workstreams, connecting varying strategic activities and achieving support for developing strategic proposals.
E4	Strong commercial delivery experience and awareness, with an entrepreneurial and strategic mindset. Performance management
E5	Demonstrable experience overseeing significant resources, developing and delivering strategic business plans and a performance culture that drives up standards and the quality of outputs.
E6	Experience of managing significant budgets, optimising external funding opportunities, and effectively applying key commercial, business and other management processes.
E7	Proven experience of building strong, productive relationships with a myriad of partners and stakeholders in a complex, dynamic and often ambiguous environment to ensure coordinated and timely delivery.
E8	Significant experience in collaborating with and coordinating diverse teams and in establishing new functions and moving them to ‘business as usual’.
E9	Successful relevant experience of exercising judgement and using insights effectively at a senior political or board level, with a high degree of political awareness and sensitivity, providing clear professional advice and rationale at a senior level.
<b>Knowledge and skills</b>	
E10	Excellent organisational and leadership skills matched by outstanding communication and interpersonal abilities in order to successfully manage relationships with stakeholders (including political engagement).
E11	Broad knowledge of the national and regional transport strategy and policy context



E12	Excellent communicator both with individuals and in groups, who inspires, motivates, enthuses, persuades, builds confidence and trust; demonstrates exceptional influencing skills and emotional maturity.
E13	Excellent skills in preparing and presenting business plans and advising on the actions to implement these plans.
<b>DQ</b>	<b>Desirable Qualifications – Technical, Vocational or educational:</b>
DQ1	Project Management qualification
DQ2	Postgraduate qualification
<b>EA</b>	<b>Essential Attributes:</b>
EA1	Works collaboratively and successfully with stakeholders, partners and teams to support delivery of agreed strategic priorities.
EA2	Adaptable and able to effect change in a timely manner.
EA3	Empowering through providing opportunities for others to develop and grow.
EA4	Inclusive leader, actively seeking out and considering different views and perspective to inform better decision making.
EA5	Customer focused, anticipating, responding to and seeking to exceed the expectations of stakeholders, customers and partners.