

ROLE PROFILE

Job Title:	Policy Manager	Job Code:	PSC/E5
Department:	Policy & Development	Version:	1.1
Reports To:	Head of Transport / Economic Policy	Date Created:	August 2021
No. of direct reports:	0-6	Member of:	Policy, Strategy & Comms Management Team
No of employees in function:	0-10	Grade:	M
		Budget:	TBC

Is this a politically restricted Post?	Yes/ No <i>(*if yes, see our policy on what this means)</i>
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ORGANISATIONAL CONTEXT

Our Vision as an organisation is:

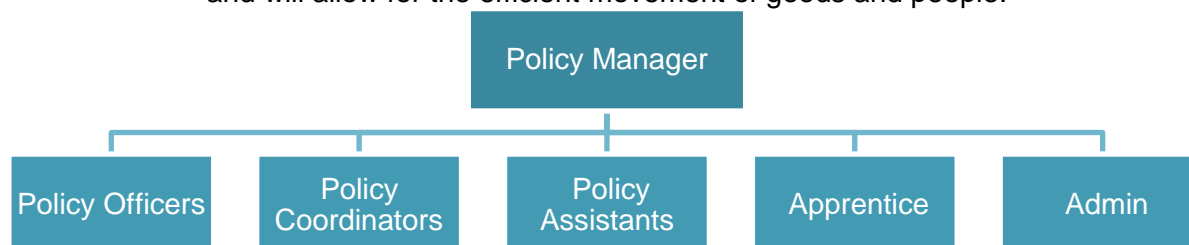
To be a globally recognised economy where good growth delivers high levels of prosperity, jobs and quality of life for everyone.

To achieve this we will:

Secure the means to deliver projects and services needed for growth in the Leeds City Region (LCR), be its voice nationally and internationally, and build the partnerships to ensure the best economic outcomes.

Our department contributes to this by:

Producing transport and economic policy and strategies that help drive our region's economy and will allow for the efficient movement of goods and people.



Job Overview:

- Provide leadership for the planning, delivery and strategic development of one of the following functions of economic and transport policy and strategy, ensuring alignment with the Strategic Economic Framework (SEF) and other policies. In respect of that function(s) shape and influence pan-northern and national policy developments.
- You will be one of a number of senior people with a focus on one or more of the following areas (your specific responsibilities will be subject to changing political priorities) -
 - Identifying and delivering changes in the city regions' approach to energy, environment, digital, public and private sector innovation, active travel and health to meet the objectives in the SEF.
 - The development of the transport network including the bus proposition, future connectivity such as mass transit or mobility as a service.
 - The shaping of our approach to housing, strategic sites and strategic networks.
 - The future of ESIF and its replacement.

- Be a lead representative for the Combined Authority on these functions and be a visible leader on a national stage.
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- © Design, implement and maintain the systems required for delivering the objectives of your function to support the Combined Authority in achieving its vision.
 - © Take a pro-active corporate role in the management of your function including participating in delivering your directorate's objectives.
 - © Demonstrate commitment to corporate processes and ensure these are delivered at all times.
 - © Be a visible and enthusiastic manager, encouraging partnership working across the organisation.
 - © Influence, develop and motivate your team, taking a positive approach to their development.

CRITICAL SUCCESS FACTORS

*We break each job down to explain the critical areas for success, ranked by importance.
These indicate the end result or outputs for which the role holder is responsible.*

People Management:

- © Encourage a partnership approach to work across the organisation and externally.
- © Provide clear direction, focussing on developing and motivating your team(s) to ensure targets are achieved.
- © Manage the workflow of the team to deliver a strong performance management culture, where people are accountable for the delivery of results.
- © Monitor productivity levels and balance of skills within your team, taking action to ensure that they are equipped to complete their work.
- © Create the right working environment for your team, with a solid ethic of working towards achievement of our vision, utilising the Combined Authority's policies and procedures.
- © Take a proactive approach to management of change and recruitment processes, leading consultation meetings and interviews.
- © Ensure appropriate communication channels are in place and effective between you and your direct reports.
- © Fulfil the HR processes associated with being a people manager, e.g. employee relations and development issues.

Technical Duties:

- Lead and be responsible for the development, implementation, monitoring and results of transport and economic policy and strategy for your function(s), linking to other strategies and aligning with the SEF and ambitions of partner authorities.
- Responsible for shaping and delivery of policy and strategy in line with the Combined Authority's strategic vision for your function(s).
- Work closely with the Heads of Service on integrated policy making, utilising expertise and insight from across the organisation and in particular from the team of policy officers and co-ordinators, using matrix management as appropriate. Inform and shape the delivery of the SEF objectives and other relevant strategies and policies.
- Lead and manage the delivery of high quality policy and strategy development for the functions for which you are responsible using transport and economic models and analytical tools as appropriate.
- Work with senior officers, Chief Executives and senior stakeholders in Government and Business to build a consensus around the region's priorities. Be a visible and effective leader to ensure the effective delivery of these priorities.
- Be accountable for the provision of advice to Combined Authority /Local Enterprise Partnership (LEP) Board and others, on policy and strategy issues reacting to your functional area. This includes the preparation of reports, briefing notes and presentations.

- Responsible for the shaping and informing of pan-northern and national transport and economic policies and strategies relating to your function, representing the Combined Authority's interests at meetings and on working groups.
- Identify opportunities for funding of Combined Authority capital and revenue programmes through central Government bidding rounds, and develop proposals for alternative funding mechanisms such as retained business rates, and local authority pension funds.
- Develop and manage capital and revenue programmes to support the policy objectives and lead on initial scheme development and the production of business cases for transport and economic investments relating to your function, adopting good practice and compliance with relevant assurance frameworks.
- Oversee transport and economic projects after they have moved into Delivery to ensure that the scheme achieves the benefits set out in the business case.

- © Typically work on horizons of one year, in line with the objectives set in the business plan.
- © Ensure your function has the right procedures in place to achieve your strategic objectives, developing and amending processes as required.
- © Forward plan the workload of the function, thinking through potential contributions, identifying appropriate solutions and acting accordingly.
- © Lead by example on health & safety matters, ensuring compliance with the Combined Authority's health and safety policy.

Financial:

- © Fulfil the requirements of a budget holder, as detailed in the Corporate Standing Orders and the Financial Regulations.
- © Deliver financial results against corporate Key Performance Indicators.
- © Analyse and appraise financial related information ensuring financial process deadlines are met.

Impact & Influence:

- Manage relationships with Local Authority Elected Members, Chief Executives, lead officers, LEP Board Members, Senior Government officials and partners on the development of the CA's policy function.
 - Maintain and develop strong relationships at a senior level with colleagues, partner authorities and external bodies relating to your functions.
 - With the Heads of Service, lead the development of an enhanced policy and strategy function within the Combined Authority.
 - Ensure the Combined Authority has the funding to deliver its priorities.
- © Represent the interests of your function within the context of the wider aims of the Combined Authority both internally and externally.
 - © Foster good working relations across the organisation, building effective team relationships.
 - © Use strong communication skills to influence with key customers and stakeholders ensuring your function is able to deliver results in line with the vision.
 - © Identify and find solutions to communication challenges observed within the organisation.

The above lists of accountabilities are not exhaustive. The role holder will be required to undertake such tasks as may reasonably be expected commensurate with the scope and grading of the role.

THE PERSON

To be fully successful in the role, we believe the following knowledge, skills and experience are required. When recruiting, we are looking for the best candidate match to this, however we know that there are some elements that can be trained and this will be taken into account during the recruitment process.

Knowledge:

- © Hold a Degree or has equivalent relevant experience in transport or economic policy (including planning and environment).
 - © Relevant Professional Qualification (within economic, planning, environment or transport policy or project development, such as RTPPI and/or TPP accredited)
 - © Practical experience of successfully performing in a similar role and successfully championing local or regional priorities.
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- Experience of developing transport or economic policy and strategy in a challenging context.
 - Experience of shaping a team to deliver high standards in policy and strategy development.
 - Strong analytical skills, with strong data analysis, interpretation and fluency in communicating the insights derived.

People:

- © Experience of prioritising, planning and organising workloads to manage expectations and deadlines.
- © Experience of managing people including appraisals, performance management, disciplinary, recruitment and selection.

Technical:

- © Demonstrable experience of managing and championing change successfully.
 - © Strong communication skills with the proven ability to influence, negotiate and challenge.
 - © Experience of making compelling business cases/ reports to a range of audiences.
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- Demonstrable experience of developing successful, evidence based, policy and strategy in at least one of the functions.
 - Extensive experience of finding innovative solutions to complex economic and/or transportation challenges.
 - Extensive experience of business case development for complex projects (for the transport related functions, experience of transport appraisal desirable), overseeing the delivery of programmes to ensure that benefits are realised.

Financial:

- © Demonstrable experience of successfully managing budgets.

Impact & Influence:

- © Proven experience of confidently and professionally conveying information both written and oral in a clear, concise and persuasive style.
 - © Comprehensive experience of leading, negotiating and influencing stakeholders.
 - © Experienced in forming and developing effective senior level working relationships with Members, Government and partner organisations to achieve the best outcomes for the organisation.
 - © Comprehensive experience of providing leadership in a complex public-private sector partnership context.
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- Demonstrable experience of managing relationships with multiple stakeholders at a senior level, demonstrating gravitas and determination.

OUR VALUES & BEHAVIOURS

Championing Our Region | Working Intelligently | Easy to Do Business With | Positive About Change | Working Together

These are our values. We shaped them together and we're proud of them.

We also created a set of behaviours for each of our values. Our behaviours provide us with a way of working and they are our minimum expectations of everyone here.