

## Role Profile

<b>Role:</b>	<b>Appraisal Team Leader</b>
<b>Directorate:</b>	Transport Strategy
<b>Salary Band:</b>	9
<b>Post reference:</b>	TS66
<b>Job Evaluation Date:</b>	05.12.2017
<b>Role statement of purpose:</b>	To undertake transport appraisal activity in support of strategy and scheme development to ensure TfGM is able to understand the Value for Money of alternatives and make powerful economic cases for funding
<b>Reports to:</b>	Manager, Appraisal and Analysis

	<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>	Specialist development of transport appraisal studies that meet customer and wider stakeholder needs	<ul style="list-style-type: none"> <li>• Undertake complex technical studies that are designed to assess the impacts of TfGM policy and strategy options on the Greater Manchester (GM) economy.</li> <li>• Take responsibility for preparing detailed technical economic case business case reports that may require the coordination of the work of multi-disciplinary teams.</li> <li>• Deliver briefing notes and presentations effectively to senior managers and decision makers.</li> <li>• Review the specification of complex strategic forecasting exercises to ensure the outputs meet the needs of appraisal and that the translation of forecasting information into appraisal reporting meets appropriate quality standards.</li> <li>• Manage the day to day work of the in-house</li> </ul>

		<p>appraisal team to produce appraisal studies, reports and draft senior team briefing materials.</p> <ul style="list-style-type: none"> <li>• Prioritise a busy and variable workload with competing deadlines, ensuring resource is applied dynamically to meet emerging business priorities and needs and ensuring that can evolve rapidly.</li> <li>• Where teamed with external consultants, specify and oversee their activity through pro-active enquiry and technical leadership to ensure a seamless approach to the production of appraisals is achieved.</li> </ul>
2.	Quality Management of appraisal work	<ul style="list-style-type: none"> <li>• Establish and then maintain currency of a Quality Management Standard (QMS) for appraisal.</li> <li>• Lead the communication of the QMS for appraisal to all internal and external appraisal specialists who undertake appraisal work on behalf of TfGM or for other clients across GM. This will include responsibility for conducting QMS training seminars and preparing training materials as appropriate.</li> <li>• Define study-specific quality standards in advance of any appraisal activity commencing and assume responsibility for checking to ensure quality standards are met.</li> </ul>
3.	Ownership of Investment Appraisal Guidance	<ul style="list-style-type: none"> <li>• Take day to day responsibility for the maintenance and development of the TfGM Investment Appraisal Guide and the underlying evidence base.</li> <li>• Produce updates to the IAG in line with legislative and other changes, and lead the progression of required change control and approvals process to confirm the ratification of proposed updates.</li> <li>• Lead the dissemination of IAG updates, (including leading the delivery of training activities as required) to effectively implement changes to the IAG within day to day appraisal activity.</li> <li>• Document the Quality Management Framework for appraisal within the IAG.</li> </ul>

4.	Technical Research and Development (R&D) activity	<ul style="list-style-type: none"> <li>• By working with the DfT and peers across the industry, create and maintain a database of disruptive technologies and emerging societal trends that impact traditional approaches to appraisal.</li> <li>• Support the Appraisal and Analysis Manager to create the capability to incorporate emergent trends (including CAV and MaaS) within TfGM appraisal through the identification and testing of new approaches to appraisal that could be used to develop the current “best practice” guidance contained in the IAG.</li> <li>• Pro-actively lead efforts to integrate TfGM at the forefront of the technical community locally and nationally, using this extensive network of professional to ensure TfGM builds from (and contributes to) R&amp;D efforts nationally on these subjects.</li> <li>• Embed this learning within TfGM appraisal activity by leading the production of IAG updates where appropriate.</li> </ul>
5.	Manage Consultants	<ul style="list-style-type: none"> <li>• Take day to day responsibility for the performance of consultants undertaking appraisal work on behalf of TfGM.</li> <li>• Perform quality control checks on consultancy deliverables to assure TfGM that appraisal studies are fit for purpose and consistent with appropriate quality standards.</li> </ul>
6.	Effectively managed transport appraisal Team	<ul style="list-style-type: none"> <li>• Manage the team to ensure the delivery of specific objectives</li> <li>• Provide effective management in accordance with TfGM vision and values</li> <li>• Apply the performance review process ensuring that SMART objectives and performance development plans are in place for all staff</li> <li>• Ensure positive working relationships with internal and external staff</li> </ul>
7.	Provision of expert advice on Appraisal to Senior Managers and Decision	<ul style="list-style-type: none"> <li>• Provide expert advice to TfGM as part of the Transport Strategy’s function as the Centre of Excellence for modelling and appraisal</li> </ul>

	Makers at TfGM	<ul style="list-style-type: none"> <li>• Lead the creation and roll out of appraisal training courses for TfGM project managers who require overview information about the role of appraisal within project development.</li> <li>• Lead the creation and roll out of appraisal training for TfGM analysts who require detailed appraisal technical training.</li> </ul>
8.	Generic support to the Transport Strategy function	<ul style="list-style-type: none"> <li>• Take responsibility for other projects within the Transport Strategy function and contribute to the wider corporate work of TfGM</li> </ul>

**Compulsory Outputs (COs)**

*these set out what must be achieved for the post holder to be successful in the role*

**Key Actions**

*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>• Dignity at Work Policy</li> <li>• Information assurance and security in line with Cabinet Office requirements</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**

**Key Contacts**

- Colleagues in Transport Strategy directorate
- Transport Planners in Strategic Development function
- Sponsors and Project managers leading business case development work in Projects Group, Metrolink, Highways, Bus and Rail functions.
- Transport planning leads in the ten districts, particularly the Transport Strategy Group leads
- National agency appraisal teams (Transport for the North, Highways England TAME officers, Network Rail)

	<ul style="list-style-type: none"> <li>DfT Local Economics and TASM teams</li> </ul>
<b>Direct reports</b>	2x Senior Transport Planners 2x Transport Planners Student placements
<b>Budgetary responsibility</b>	Project Budgets as agreed with Head of Modelling and Analysis
<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>
<b>Created By</b>					
Daniel Fisher 20.11.17	IP 16.12.20				

<b>Appraisal Team Leader</b> <i>(Knowledge, skills and experience required at selection stage)</i>	
<b>E</b>	<b>Essential Experience, Knowledge and Skills:</b>
E1	Proven and significant experience in the specification and application of appraisal studies to support strategy and scheme development and the delivery of appraisal studies and reports.
E2	Proven experience of transport appraisal techniques that demonstrate the application of advanced problem solving skills and creative thinking to develop bespoke appraisal solutions that meet business need.
E3	Proven experience of delivering appraisal analysis driven by transport and other forecasts for use in business case studies.
E4	Proven experience in the quality management and control of appraisal tools and outputs from those tools.
E5	Experience in managing consultants and internal staff resources to deliver appraisal studies under pressure of time.
E6	Experience in formulating clear briefs for appraisal and analysis work.
E7	Excellent verbal and written skills with the ability to condense complex technical information into resonant and persuasive verbal and written briefing materials for senior decision makers and managers.
E8	Excellent interpersonal skills with proven experience of using analysis to influence and optimise the allocation of scarce public sector investment resources.
<b>D</b>	<b>Desirable Experience:</b>
D1	Broad knowledge of the transport planning process.
D2	Experience in developing Willingness to Pay studies and applying the evidence derived from such studies to the quantification of user benefits.
<b>EQ</b>	<b>Essential Qualifications – Technical, Vocational or educational:</b>
EQ1	Educated to degree level or equivalent in a relevant discipline with a high degree of numeracy content
<b>DQ</b>	<b>Desirable Qualifications – Technical, Vocational or educational:</b>
DQ1	Higher degree in Transport Economics or similar mathematical/applied analytical discipline.
DQ2	Membership of a relevant professional body.
<b>EA</b>	<b>Essential Attributes:</b>
EA1	Excellent report writing skills with the ability to communicate and to deliver presentations to a wide range of audiences
EA2	Ability to assess new information and assess its relevance.
EA3	Knowledge of the datasets that are used to understand travel demand and patterns across GM.

EA4	Knowledge of the DfT requirements and quality standards with regard to strategic and local appraisal exercises.
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