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| **Role Profile** | **Role:** | Head of Customer |
|  | **Directorate:** | Customer & Growth |
|  | **Salary Band:** | TBC |
|  | **Post reference:** | TBC |
|  | **Job Evaluation Date:** | TBC |
|  | **Role statement of purpose:**  | To lead as the voice of the customer throughout the organisation and wider GM family. To be a key part of the Customer & Growth senior leadership team, supporting the Customer & Growth Director. Working closely with Head of Growth and Head of Fares and Ticketing to ensure we provide strategic customer experience and insight to drive patronage, farebox and other revenue growth.  |
|  | **Reports to:** | Customer & Growth Director |
|  | **Key Role Outputs (KROs)***these set out what must be achieved for the post holder to be successful in the role* | **Key Actions** *These set out how the KROs will be achieved – the activities required.* |
|  | Write the Customer strategy for driving a better customer experience and saving costs / operating more efficiently | * Set the strategic vision for customer at TfGM through creation of a long-term, practical, and visionary strategic plan
* Determine the ways of working between the three departments within Customer
* Empower the Customer teams, through using effective leadership skills, to write the ‘how’ to turn the customer strategy into a plan
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|  | To provide excellent customer service throughout the organisation | * Accountable for leading the customer teams to deliver best-in-class customer service
* Leading the Customer management team effectively, ensuring our front-line teams execute best-in-class customer service at all times
* Accountable for ensuring the contact centre is well managed through effective people and financial leadership of the Contact Centre management team
* Ensure the team are hitting SLAs as well as keeping the management team motivated and inspired and maintaining a positive culture with the wider team
* Accountable for our Complaints policy and ensuring that we manage first time resolution wherever possible
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|  | To understand customer experience and drive that throughout the organisation  | * Accountable for customer experience across all touchpoints and all modes
* Determine and drive behaviour change strategy to ensure that customer experience becomes part of the culture at TfGM
* Ensure our NPS score continues to rise, alongside customer satisfaction and customer care score through focusing on pain points
* Drive customer acquisition through removal of barriers to use public transport
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|  | To provide actionable insight across the organisation and wider stakeholders to improve our operational performance | * Accountable for leading customer insight to ensure that insight-led improvements are implemented throughout the organisation
* Responsible for ensuring insight-based actions are made, using influence, leadership skills, and negotiation at senior level to make operational changes to better support our customers
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|  | To ensure best in class customer information is provided at all times to customers in whatever form is needed | * Accountable for all customer information channels, including printed information and digital channels such as the website, app, AVA and PIDs
* Lead from the front, ensuring attention to detail and accuracy of all our information through the management team and their frontline teams
* Drive a culture of accessibility at all times and lead consideration of the different needs of our diverse community across Greater Manchester, including digital exclusion
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|  | Drive improvements throughout the customer space | * Ensure strategic horizon scanning is optimised within the teams, to always be aware of the latest technology and trends and to have strategies to adopt these in place
* Lead the team to continually improve everything they do, using basic plan, do, review methodology
* Lead the team to deliver and use insights to understand where to make changes and improvements to best meet our customer’s expectations
* Understand how to use technology to drive improvements throughout the Customer function and ensure that Team Managers take responsibility for business cases and improvements
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|  | Motivate and inspire a team of experts | * Lead a team of managers and technical experts in Contact Centre, Travel Information and Customer Experience & Insight
* Motivate the team to deliver their best and to inspire the same from their teams, leading to a high-performance culture
* Be the point of senior escalation for the team when needed to resolve problems and find solutions through negotiation and a focus on win/win outcomes
* Role model our senior leadership behaviours in line with our Behavioural Framework
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| **7.** | Work with Head of Fares & Ticketing and Head of Growth effectively and deputise for Director of Customer & Growth | * Understand the Customer team’s position in a bigger picture
* Working with your counterparts to drive an overall outcome for the organisation
* Constant engagement, influence and negotiation, sharing best practise and insight and developing ways to improve the business including passenger growth, revenue growth and cost savings
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| **8.** | Lead through change | * Lead the team through change, whether that be continual improvement, full scale transformation or situational changes
* Understand the impact of actions and decisions on the team and how to lead them through to an optimal outcome
* Make decisions confidently and quickly whilst ensuring they are thoroughly thought through
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| **10.** | Be the voice of the customer throughout the organisation | * Work closely with senior counterparts in Operations to ensure decisions are made with the best interests of the customer in mind
* Present customer insight to GMCA colleagues and the Mayor’s office as well as Local Authorities and TfGM team
* Liaise with other Customer teams in Transport Authorities and wider to benchmark us and understand our position in the market
* Look wider than transport and network and research what is important in a changing customer landscape
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| **11.** | Budget management and optimisation | * Effectively manage budget and cost of c £18m including fixed and variable costs
* Research, identify, present, and recommend budget optimisation options that could include spend-to-save investment, efficiency, effectiveness, etc.
* Ensure headcount and overtime budgets are achieved through effective resource management and succession planning
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| **12.** | Any other duties as required | * Act as an influential member of the Customer & Growth senior leadership team, providing updates and giving presentations at Executive Board level if required
* Provide over for the Customer & Growth Director as and when required
* Be an effective TfGM leader, being a representative of Customer & Growth in the Extended Leadership Team
* Ensure that cultural priorities of the organisation, such as Equality, Diversity and Inclusion, are fully incorporate into ways of working within the Customer teams.
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|  | **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.* |
| **C1** | Ensure you comply with all applicable organisational legislation and policy: | * TfGM Safety Management System (in particular section SMS 201 Roles and Responsibilities)
* Dignity at Work policy
* Data protection
* 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
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| **C2** | Any other reasonable duties as required from time to time |  |

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| **Key Interdependencies** |  |
| **Key Contacts** | Customer & Growth DirectorChief Network OfficerManaging DirectorMayor / Mayor’s officeTransport CommissionersHead of Fares & TicketingHead of GrowthAssistant Director for Transport Communications |
| **Direct reports**  | Customer Experience Lead / Head ofCustomer Operations Lead / Head ofCustomer Travel Information Lead / Head of |
| **Budgetary responsibility** | Yes (£18m opex plus £10m capex)Accountable for the budgets of Customer Experience, Customer Operations and Customer Travel Information.This includes large capex and opex budgets and the need for reducing costs. |
| **Location** | TfGM, 2 Piccadilly Place, Piccadilly, Manchester M1 3BG |

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| **Office Use Only** | **Updated** | **Updated** | **Updated** | **Updated** | **Updated** |
| Fran Wilkinson |
| 22/09/2024 |  |  |  |  |

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| **Person Specification** | **Assistant Communications Officer, Social and Digital****(Knowledge, skills and experience required at selection stage)** |
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| **E** | **Essential Experience:**  |
| E1 | Significant experience of managing a customer operations team / contact centre team, delivering excellent customer experience and hitting SLAs |
| E2 | Significant experience of managing a customer experience team to improve the experience of the customer throughout an organisation, not just in a customer function |
| E3 | Significant experience of managing an insight team and ensuring the voice of the customer is used to make decisions throughout an organisation |
| E4 | Significant experience of managing customer travel information, including printed and digital formats and new technologies such as real time information  |
| E5 | Ability to motivate and inspire a team of senior experts |
| E6 | Ability to manage juggling priorities, tight timelines and significant senior stakeholder pressure |
| E7 | Excellent influencing and negotiation skills, always ensuring a win:win outcome  |
| E8 | Excellent communication skills including presenting in written and verbal form |
| E9 | Managing large teams and large budgets, including opex and capex |
| **D** | **Desirable experience:**  |
| D1 | Experience within a political landscape |
| **EQ** | **Essential Qualifications – Technical, Vocational or educational:** |
| EQ1 | Degree at BA level or alternative qualification at similar level |
| EA | Essential Attributes: |
| EA1 | Able to inspire and motivate a team, including managers |
| EA2 | Able to performance manage team members when required |
| EA3 | Ability to work effectively as part of a team, contributing to team objectives and supporting colleagues to deliver an effective service |
| EA4 | Confidence to highlight any issues and suggests solutions or new ideas |
| EA5 | Personal behaviour that is in line with TfGM’s statement of values and behaviours |
| EA6 | Punctual and attentive |
| EA7 | Pride in consistently delivering work to required standards |
| EA8 | Excellent interpersonal and relationship-building skills, ensuring focus on collaboration across TfGM and wider GM family organisations |