

Role Profile

Role:	Head of Customer Care
Directorate:	Customer & Growth
Salary Band:	Band 10
Post reference:	CG9
Job Evaluation Date:	May 2026
Role statement of purpose:	To lead the delivery and continuous improvement of Customer Care services, ensuring high-quality, empathetic, and efficient support across all customer channels. This role will set the strategic direction for Customer Care, champion service excellence and trust, and ensure customers are supported effectively when they need us most. It will provide visible leadership for large operational teams, influence senior stakeholders on service performance and investment, and drive measurable improvements in outcomes, efficiency, and customer confidence.
Reports to:	Head of Customer

	Key Role Outputs (KROs) <i>these set out what must be achieved for the post holder to be successful in the role</i>	Key Actions <i>These set out how the KROs will be achieved – the activities required.</i>
1.	Set and embed the Customer Care strategy aligned to organisational objectives	<ul style="list-style-type: none"> • Develop and own a clear Customer Care strategy aligned to the Customer Experience strategy and TfGM strategic objectives. • Define the Customer Care operating model, service standards, and performance framework across all customer channels. • Ensure Customer Care priorities are embedded through governance, ownership, and performance measures. • Align service delivery to moments of highest customer need, including disruption, vulnerability, and complex enquiries.
2.	Deliver high-quality, empathetic and efficient Customer Care services	<ul style="list-style-type: none"> • Ensure consistent delivery of Customer Care services that meet agreed SLAs, KPIs, and quality standards. • Create weekly and monthly Exec level reports on performance and use these to drive improvements; developing and maintaining operational grip on

		<p>performance, capacity, and demand across all channels</p> <ul style="list-style-type: none"> • Embed a “right first time” approach to service delivery, reducing failure demand and repeat contact. • Ensure services are accessible, inclusive, and responsive to a diverse customer base.
3.	Champion customer trust, care and service excellence	<ul style="list-style-type: none"> • Set a clear expectation for empathetic, values-led customer interactions across all Customer Care teams. • Act as the senior champion for trust, care, and vulnerability considerations within operational decision-making. • Ensure complaints handling supports service recovery, restores confidence, and drives organisational learning. • Promote a culture where customer outcomes are prioritised alongside efficiency and performance.
4.	Lead Customer Care through transformation and change	<ul style="list-style-type: none"> • Provide senior leadership for major Customer Care transformation programmes, including Contact Centre of the Future and Operating Model changes • Ensure Customer Care services are future-ready for rail integration, network expansion and changes in customer behaviour and expectations. • Embed change in a way that supports operational stability, colleague engagement and service continuity. • Work closely with change, digital, and CX leads to align people, process and technology.
5.	Use insight, data and assurance to drive continuous improvement	<ul style="list-style-type: none"> • Use operational data, complaints insight, QA outcomes and customer feedback to identify improvement opportunities. • Ensure clear feedback loops exist between frontline insight and service, process and policy changes. • Lead prioritisation of continuous improvement activity to maximise customer and organisational benefit. • Embed learning from assurance, risk and quality frameworks into day-to-day operations. • Manage competing priorities and make decisions and trade-offs to ensure deadlines are met.
6.	Build and lead a high-performing Customer	<ul style="list-style-type: none"> • Provide clear, visible leadership for the Customer Care operation.

	Care leadership and delivery team	<ul style="list-style-type: none"> • Build a strong leadership culture focused on trust, accountability and care for colleagues and customers. • Identify industry best practice and role model this across the team • Ensure effective performance management, talent development, and succession planning. • Create an environment where colleagues feel supported, empowered, and motivated to deliver great service.
7.	Ensure operational readiness, resilience and risk management	<ul style="list-style-type: none"> • Ensure Customer Care services are resilient and prepared for periods of disruption, change, and peak demand. • Own operational risk management for Customer Care, ensuring appropriate controls and mitigations are in place. • Ensure compliance with relevant legislation, policies and standards (e.g. Data Protection, Equality, Health & Safety). • Maintain clear escalation, incident management and contingency arrangements.
8.	Influence senior stakeholders and shape organisational decision-making	<ul style="list-style-type: none"> • Provide expert operational advice to senior leaders on customer demand, service performance and investment choices. • Write high quality, evidence backed proposals and reports. • Represent Customer Care at senior forums, ensuring operational implications and customer impacts are understood. • Work in close partnership with Customer Experience & Customer Travel Information teams to drive joined-up outcomes. • Influence prioritisation of activity where operational delivery and customer trust are most at risk
9.	Budget management and value for money	<ul style="list-style-type: none"> • Own the Customer Care budget, ensuring effective resource allocation aligned to customer demand and priorities. • Deliver services within agreed budgets while improving quality, efficiency and outcomes. • Support zero-based budgeting, investment cases and benefits realisation for Customer Care initiatives.

		<ul style="list-style-type: none"> • Ensure value for money through smart use of technology, workforce planning, and service design.
10.	Any other duties as required	<ul style="list-style-type: none"> • Act as an influential member of the Customer & Growth senior leadership team • Provide cover for the Head of Customer as and when required • Ensure that cultural priorities of the organisation, such as Equality, Diversity and Inclusion, are fully incorporated into ways of working within the teams.
Compulsory Outputs (COs) <i>these set out what must be achieved for the post holder to be successful in the role</i>		Key Actions <i>These set out how the COs will be achieved – the activities required.</i>
C1	Ensure all Customer Care activities align with TfGM’s strategic priorities, risk appetite, and compliance requirements.	<ul style="list-style-type: none"> • TfGM Safety Management System (In particular section SMS 201 Roles and Responsibilities) • Bus Operator contractual management • Dignity at Work policy • 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
C2	Any other reasonable duties as required from time to time	See above

Key Interdependencies

Key Contacts	Customer and Growth Director Head of Customer Chief Network Officer Customer Experience Customer Travel Information TfGM IS TfGM Marketing TfGM Fares & Ticketing TfGM Metrolink TfGM Bus TfGM Rail TfGM Active Travel Operational Control Centre
---------------------	---

	Operators / suppliers
Direct reports	Customer Care Service Enablement Manager Customer Care Service Delivery Manager Customer Care System & Product Owner (NB future roles as part of ZBB process and new CC structure)
Budgetary responsibility	Accountable for £4.5m budget. As part of this role, it is important to identify cost savings and efficiencies to deliver value for money
Location	TfGM, 2 Piccadilly Place, Piccadilly, Manchester, M1 3BG and other locations from time to time as determined by role

Office Use Only	Updated	Updated	Updated	Updated	Updated
Created by					
Lucie Child					



Head of Customer Care <i>(Knowledge, skills and experience required at selection stage)</i>	
E	Essential Experience:
E1	Proven track record of senior leadership experience in leading large-scale, customer-facing operational services, with accountability for performance, quality, and outcomes across multiple teams and channels.
E2	Proven experience of setting and delivering an end-to-end Customer Care or service delivery strategy , translating organisational priorities into clear operating models, service standards, KPIs and SLAs.
E3	Demonstrable experience of leading high-volume customer contact or service operations , ensuring consistent, high-quality and empathetic service delivery while managing demand, capacity and complexity.
E4	Substantial experience of complaints handling and service recovery , including oversight of complex, sensitive or high-risk cases, and using learning to drive service improvement and restore customer trust.
E5	Experience of leading through major operational change or transformation , such as technology, process redesign, channel shift or organisational restructure, while maintaining service continuity and colleague engagement
E6	Strong track record of people leadership , including building and leading senior operational management teams, driving performance, engagement, capability development and succession planning; in line with TfGM values and behaviours
E7	Experience of using data, insight and quality assurance to drive continuous improvement, reduce failure demand, and improve customer outcomes and operational efficiency
E8	Demonstrable experience influencing senior stakeholders and working cross-organisationally , ensuring operational realities, customer risks and service impacts inform strategic decision-making.
E9	Proven experience of operational risk, governance and assurance , ensuring compliance with relevant legislation, policy and standards (e.g. data protection, equality, health and safety).
E10	Experience of managing significant budgets and resources , delivering value for money while balancing cost, quality, resilience and customer outcomes.
D	Desirable experience:
D1	Experience in a transport environment
D2	Experience of Local Authority and Central Government decision making procedures, including political awareness
D3	A proven high level of competency in analytical and numerical work using multiple data sets
EQ	Essential Qualifications – Technical, Vocational or educational:
EQ1	Educated to degree level or equivalent lived experience
DQ	Desirable Qualifications – Technical, Vocational or educational:
DQ1	Performance and resource planning, quality assurance, root cause analysis
EA	Essential Attributes:
EA1	DELIVER - Guides actions ensuring commitments are met and outcomes achieved.



EA2	ADAPT - Encourages flexibility and responsiveness to changing needs.
EA3	CARE - Promotes supportive, considerate behaviours aligned with culture.
EA4	Able to inspire and motivate a team
EA5	Able to manage performance and behaviours of team members when required
EA6	Ability to work effectively as part of a team, contributing to team objectives and supporting colleagues to deliver an effective service
EA7	Confidence to highlight any issues and suggests solutions or new ideas
EA8	Personal behaviour that is in line with TfGM's values and behaviours
EA9	Punctual and attentive
EA10	Pride in consistently delivering work to required standards