

**Midland Metro Limited (MML) – Head of Operations**

<b>Post Title:</b>	<b>Head of Operations</b>																				
<b>Department:</b>	Operations Department																				
<b>Location:</b>	Wednesbury Depot																				
<b>Reporting to:</b>	<b>Midland Metro Limited Director of Operations</b>																				
<b>Direct Reports:</b>	6 x Network Managers 12 x Network Controllers 1 x Crew Manager (140 x staff which includes Drivers & CSR's)																				
<b>Role Purpose:</b>	<ul style="list-style-type: none"> <li>To lead the operations management team of Midland Metro Limited, be responsible for the operational departments performance of the West Midlands Metro.</li> <li>Reporting to the Director of Operations of Midland Metro Ltd (“MML”) the post holder will be responsible for making sure that MML properly discharges its contractual and statutory duties and for ensuring that MML is capable of efficiently managing the Operations delivery in accordance with the Passenger Services Contract (PSC), approved Business Plan and associated Financial targets.</li> <li>The post holder will ensure that management systems are developed, implemented and maintained to make sure that the network is efficiently operated with revenues effectively protected and maximised.</li> <li>The shape of the business is expected to transform substantially by 2030 as outlined below. The post holder will be responsible for ensuring that the operations organisation of MML is reviewed to ensure that it can adapt to the significant changes that will be faced and that resources are secured in line with the Combined Authority’s investment programme requirements.</li> </ul> <table border="1" data-bbox="454 1630 1469 2083"> <thead> <tr> <th>Metro 2018/19</th> <th>Metro 2030</th> </tr> </thead> <tbody> <tr> <td><b>21 km Track</b></td> <td>58 km Track</td> </tr> <tr> <td><b>21 Urbos 3 trams</b></td> <td>21 Urbos 3 Dual Traction Trams 44+ 3<sup>rd</sup> Generation Dual Traction trams</td> </tr> <tr> <td><b>26 stops</b></td> <td>80+ stops</td> </tr> <tr> <td><b>1 Depot</b></td> <td>2 Depots, remote stabling</td> </tr> <tr> <td><b>750v DC Overhead line throughout</b></td> <td>&lt;53km 750 DC Overhead Line &gt;5km catenary free</td> </tr> <tr> <td><b>1 operating route</b></td> <td>6 operating routes</td> </tr> <tr> <td><b>200 operating staff</b></td> <td>400+ operating staff</td> </tr> <tr> <td><b>8M Passengers</b></td> <td>30m+ passengers</td> </tr> <tr> <td><b>Approx. £12m p.a. operating budget</b></td> <td>Approx. £30m p.a. operating budget</td> </tr> </tbody> </table>	Metro 2018/19	Metro 2030	<b>21 km Track</b>	58 km Track	<b>21 Urbos 3 trams</b>	21 Urbos 3 Dual Traction Trams 44+ 3 <sup>rd</sup> Generation Dual Traction trams	<b>26 stops</b>	80+ stops	<b>1 Depot</b>	2 Depots, remote stabling	<b>750v DC Overhead line throughout</b>	<53km 750 DC Overhead Line >5km catenary free	<b>1 operating route</b>	6 operating routes	<b>200 operating staff</b>	400+ operating staff	<b>8M Passengers</b>	30m+ passengers	<b>Approx. £12m p.a. operating budget</b>	Approx. £30m p.a. operating budget
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	Revenues approx. £12m p.a.	Revenues approx. £50m p.a.
<p><b>Role Responsibilities:</b></p>	<ul style="list-style-type: none"> <li>• The post holder will be responsible for ensuring that effective processes are developed to allow the efficient transfer of new assets into the operational asset pool, will make sure that the department has the necessary skills and competence to accept and manage the new assets prior to their bringing into us.</li> </ul> <p><b>Operations</b></p> <ul style="list-style-type: none"> <li>• The post holder will ensure that MML undertakes the Operations of the West Midlands Metro in accordance with the terms of the Public Services Contract.</li> <li>• The post holder will be responsible for: <ul style="list-style-type: none"> <li>- Ensuring operating activities of the business are effectively managed and monitored, that trends are analysed, and plans are developed and implemented sufficient to manage operational risks and realise opportunities.</li> <li>- Ensuring the operation of the business is undertaken in accordance with statutory requirements, legal undertakings, the PSC and Business Plan.</li> <li>- Ensuring the MML vision and objectives are communicated to staff and implement techniques to ensure that there is a high level of staff engagement with the vision, aims and objectives of MML.</li> <li>- Implementing measures to regularly measure customer satisfaction and the performance of the business and implement actions to ensure WMM achieves consistently high levels of customer satisfaction and to address adverse trends where it is cost effective to do so.</li> <li>- Presenting operational performance and requirements of the business to the Board, politicians, stakeholders and the public.</li> <li>- Through the Metro Control Centre, ensure that MML has effective first line customer services, that utilise traditional, web and social media outlets, and are aligned with the wider customer services team activities.</li> <li>- Produce an Annual Operations Plan in line with the MML Business Plan.</li> <li>- Perform the duties of an “On-Call” manager, in line with the Company arrangements.</li> </ul> </li> </ul> <p>The post holder will work closely with the Midland Metro Alliance and West Midlands Metro teams, to ensure that the Metro Investment Programme works are undertaken with the minimum adverse impact on Metro customers that can reasonably be achieved. The post holder will ensure that MML has sufficient resources within the department, competencies and processes available to bring into use new and modified infrastructure, systems, rolling stock etc. in line with the WMCA’s published programme</p> <p><b>Projects</b></p> <p><b>Expansion Programme (2017/8 to 2026/7)</b></p> <ul style="list-style-type: none"> <li>• The post holder will work with the MMA to make sure that operational support requirements are identified in project proposals, and that adequate time and</li> </ul>	

	<p>resources are allowed for the testing, commissioning and bringing in to use of projects.</p> <p>The post holder will make sure that the MMA is aware of any interfaces between the operating tramway and the projects, and that these interfaces are managed such that the negative impacts on the customer are minimised.</p>
<b>Training:</b>	<ul style="list-style-type: none"> <li>• Commensurate with the role requirements</li> </ul>
<b>Health &amp; Safety:</b>	<ul style="list-style-type: none"> <li>• Ensuring passenger services on Midland Metro are delivered safely, and in a manner that minimises the risk of harm being caused to passengers, staff, those affected by Metro's activities and the environment within which Metro operates.</li> <li>• The post holder will ensure that the relevant SMS elements are implemented across the department, and that all existing arrangements are reviewed and updated to reflect changes in the organisation and the demands of the Investment Programme.</li> <li>• Regularly reviewing (in line with the requirements of the SMS) the operational risk register and hazard log. Making sure that procedures are kept up to date and reflect any changes in the risk profile of the business, and that recommendations for changes to the SMS are brought to the attention of the MML Head of QHSE</li> </ul>
<b>Decision Making Authority:</b>	<ul style="list-style-type: none"> <li>• The operating business is expected to collect revenues of more than £12m p.a. in year 1, expected to rise to more than £50m by 2030. The post holder has day to day responsibility to the MML Director of Operations for the financial performance of the operating department.</li> <li>• Ensuring financial commitments are made in line with the approved budget, and that all financial commitments (budgeted and unplanned) are approved in accordance with the published scheme of delegation, and that operations are provided at or below budgetary targets.</li> <li>• Reviewing operations activities, identify areas for efficiency savings and implement financial efficiency plans for approval.</li> <li>• Develop and implement strategies for optimising the collection of revenues (including new ticketing systems) ensuring, that so far is reasonably practicable, revenues meet / exceed annual budgetary targets.</li> <li>• Delivery of an annual Financial Plan for the department that will optimise the revenues generated by MML services.</li> </ul>
<b>People Management:</b>	<ul style="list-style-type: none"> <li>• The post holder will be responsible for directing the activities of the operations management team and for the recruitment and development of the workforce in line with the requirements of the business plan.</li> <li>• The post holder will be responsible for making sure that the People Management Plan is delivered in line with HR policies and procedures.</li> <li>• The post holder will ensure that the day to day relationships with the Trades Unions are managed in a professional way, and that the staff and Trades Unions are effectively engaged with plans for the development of the business.</li> </ul>

	<ul style="list-style-type: none"><li>• The post holder will review the activities of the business and in delivering the People Management Plan ensure that the business maintains and develops a competent workforce capable of meeting the business objectives and the requirements of the investment programme whilst optimising the return to the shareholder(s).</li></ul>
<b>Legislation &amp; Compliance:</b>	<ul style="list-style-type: none"><li>• In common with the whole rail industry, the successful applicant will be required to pass a stringent drugs and alcohol test.</li></ul>

**Person Specification – Head Of Operations**

Tasks:	Level of Experience	Desirable Or Essential
<b>Work Experience:</b>	<ul style="list-style-type: none"> <li>• Proven experience in managing a light rail/rail business through periods of growth and change</li> <li>• Knowledge of light rail health, safety and environmental management, operations and maintenance practices</li> <li>• Extensive knowledge of the statutory regime within which tramways operate, and experience in delivery of the functions of a Transport Undertaker and Infrastructure Manager, and of leading negotiations with statutory and regulatory bodies</li> <li>• Experience in the management of industrial relations within a transport operations environment</li> </ul>	Essential
<b>Education:</b>	<p>(The qualifications below, are not necessarily required in all cases, but indicate the level of intellect required to perform the duties of the post.)</p> <ul style="list-style-type: none"> <li>• Relevant degree.</li> <li>• Membership of a relevant professional institution.</li> <li>• Minimum ten years' experience in a senior management position within the light rail or rail industry.</li> </ul>	Essential
<b>Managing People:</b>	<ul style="list-style-type: none"> <li>• To work alongside other departments within the Company.</li> <li>• Proven experience of managing a diverse department</li> <li>• Must have excellent interpersonal skills</li> <li>• Good attention to detail</li> <li>• Good communication skills in written and verbal communications.</li> </ul>	Essential
<b>Relationship Management</b>	<ul style="list-style-type: none"> <li>• Established network of industry contacts</li> <li>• Experienced in the management of mixed fleets</li> <li>• Experience in working within a political/public sector environment</li> <li>• Experienced in management of PFI or similar bespoke contracts</li> <li>• Management of marketing, customer relations and communications teams</li> <li>• Ticketing systems implementation</li> </ul>	Essential
<b>Additional Qualities &amp; Interfaces:</b>	<ul style="list-style-type: none"> <li>• Experience in the definition and management of safety critical and operational critical assets</li> <li>• Behavioural/collaboration knowledge</li> <li>• Financial performance and budget control</li> <li>• Alliance Management team colleagues</li> <li>• CAF Warranty and OESS Teams</li> </ul>	Essential

	<ul style="list-style-type: none"> <li>• Commercial Team Partner organisations.</li> <li>• Office of Rail and Road</li> <li>• Trade Union Officials</li> <li>• Finance &amp; Commercial Director, WMM</li> <li>• MML Board</li> <li>• Political stakeholders</li> <li>• Local Bus and train operators</li> <li>• Network Rail</li> <li>• RAIB</li> <li>• Emergency Services</li> </ul>	
<b>Personal Attributes:</b>	<ul style="list-style-type: none"> <li>• To be trustworthy, to work at a senior level within the business.</li> </ul>	Essential
<b>Driving through Change:</b>	<ul style="list-style-type: none"> <li>• To be a responsible team member and contribute your ideas through the correct forums</li> </ul>	Desirable
<b>Drugs &amp; Alcohol</b>	<ul style="list-style-type: none"> <li>• To undertake drugs and alcohol testing in line with current company procedures and policy.</li> </ul>	Essential