



## Job Description

<b>Job Title:</b>	Head of Depot Delivery
<b>Directorate/Team:</b>	Commercial (TfWM)
<b>Location:</b>	16 Summer Lane or other WMCA site/location ( <i>state other location here</i> )
<b>Responsible to:</b>	Commercial Director, Transport for West Midlands
<b>Responsible for:</b>	Matrix team members and contingent workers
<b>Key working relationships:</b> (internal)	WMCA & TfWM Directors and Heads of Department
<b>Key working relationships:</b> (external)	Local Authorities and Local Councillors, Transport Operators, Community & Business Representatives, Commercial Partners, Customers and Residents, DfT

### Purpose of the Post

To provide strategic leadership and corporate ownership of bus depot provision for Transport for West Midlands, ensuring sufficient, safe and operationally ready depot capacity to enable the successful delivery of bus franchising across the West Midlands.

The postholder will be accountable for the development and delivery of the depot strategy, including depot acquisition, development, improvement and operational readiness, and will act as Senior Responsible Owner for major depot programmes. The role ensures that depot assets represent value for money, support fleet electrification and are effectively governed, maintained and managed when in use by franchised bus operators, safeguarding continuity of service and long-term asset performance.

### Accountabilities

- Ownership of the depot strategy to ensure appropriate delivery for the immediate needs of bus franchising and optimisation for the future.
- In collaboration with the Commercial Director (Bus & Ops), Head of Strategic Assets and Head of Operational Assets, ensure the acquisition of bus depots ensuring both efficiency and value for money outcomes.
- Sponsor the development of Kitts Green depot, leading the Programme Manager and engaging closely with the TfWM Delivery Directorate to ensure Kitts Green Depot is delivered on time and meets the requirements of bus franchising.
- Sponsoring depot improvement plans and all depot remedy works including up to £900k for Acocks Green, working closely with the WMCA Strategic Assets and TfWM Operational Assets teams. These improvement plans will ensure that depots are safe, efficient and fit for purpose for bus franchising.
- To work closely with the Head of Commercial Fleet Strategy to ensure the delivery of the fleet electrification programme through depot development.
- Ensuring each depot is operationally capable of providing the full set of services with appropriate plant, fixtures and fittings. Consideration needs to be given to training schools, paint facilities and wider engineering facilities.
- Sponsor the development of optimal lease back requirements, maintenance regimes and monitoring for depots leased to bus operators as part of bus franchising.
- Working alongside the Operational Assets Team to develop KPIs and reporting metrics to ensure that operators are monitored and that depots continue to meet standards for safety, environment and efficiency.
- Owner of the Birmingham Central risk and mitigation. Birmingham Central will close prior to franchising and alternative arrangements will need to be sorted to ensure continuation of service as we move into bus franchising.

<b>Responsibilities</b>
<p><b>Strategic</b></p> <ul style="list-style-type: none"> <li>• Act as the corporate lead for bus depot strategy, setting direction and ensuring depot provision enables the successful delivery of bus franchising now and in the future.</li> <li>• Own, maintain and continuously evolve the Bus Depot Strategy, ensuring alignment with TfWM's bus franchising, fleet electrification and wider transport objectives.</li> <li>• Provide strategic leadership and expert advice to the Commercial Director and senior stakeholders on depot capacity, location, investment phasing and long-term asset optimisation.</li> <li>• Lead horizon-scanning and options appraisal to ensure depot provision remains resilient, scalable, future-proofed beyond the initial franchising period and represents value for money over the life of the assets.</li> <li>• Own and actively manage strategic depot-related risks, including the Birmingham Central closure, ensuring robust mitigation plans are developed and delivered.</li> </ul>
<p><b>People</b></p> <ul style="list-style-type: none"> <li>• Provide visible senior leadership for depot delivery activity, setting clear direction, expectations and standards across matrix teams, consultants and delivery partners.</li> <li>• Lead and influence matrix teams, ensuring roles, responsibilities and accountabilities are clear and delivery is well-coordinated.</li> <li>• Effectively communicate complex commercial and operational considerations to gain buy-in from senior decision makers and ensure your own team and supporting teams are bought into the opportunities and motivated to effectively deliver.</li> <li>• Work closely with internal and external stakeholders to identify and deliver new revenue streams and efficiencies.</li> <li>• Act as the corporate lead and advocate for depot assets, influencing behaviours and decisions across TfWM and WMCA to embed a consistent, commercially-focused and asset-led culture.</li> </ul>
<p><b>Operational</b></p> <ul style="list-style-type: none"> <li>• Hold overall accountability for ensuring acquisition, development, improvement and operational readiness of all bus depots required for franchising.</li> <li>• Act as Senior Responsible Owner for major depot programmes, including the Kitts Green Depot, ensuring delivery to agreed scope, cost, quality and timescales.</li> <li>• Sponsor and assure depot improvement and remedy programmes, ensuring depots are safe, efficient, compliant and fit for purpose.</li> <li>• Work closely with Strategic Assets and Operational Assets teams to establish and enforce consistent standards, processes and assurance arrangements across all depots.</li> <li>• Ensure depot facilities fully support operational requirements, including engineering, MOT bays, training facilities, paint shops, fuelling and electrification infrastructure.</li> <li>• Ensure appropriate lease, maintenance and performance regimes are developed and set up ready for operation.</li> <li>• Establish and own lease-back, maintenance and performance frameworks for depots used by franchised operators, ensuring clear contractual standards and accountability.</li> <li>• Define and oversee KPIs, monitoring and reporting regimes to ensure depots remain compliant with safety, environmental, operational and efficiency standards.</li> <li>• Ensure effective mobilisation, handover and ongoing management of depots once leased to operators.</li> <li>• Ensure appropriate governance, assurance and reporting arrangements are in place for all depot programmes and assets.</li> </ul>
<p><b>Financial</b></p> <ul style="list-style-type: none"> <li>• Responsible budget holder for the £56.8m depot acquisition and improvement capital programme, ensuring robust governance, financial control and value-for-money outcomes.</li> <li>• Lead financial planning for depot operational costs, lifecycle maintenance and lease arrangements, ensuring affordability and long-term sustainability.</li> <li>• Provide clear, evidence-based financial advice and recommendations to support investment decisions and business cases.</li> </ul>
<p><b>Other</b></p> <ul style="list-style-type: none"> <li>• Represent TfWM at senior internal and external forums, engaging with local authorities, DfT, operators, political stakeholders and partners on depot and asset matters.</li> </ul>

- Act as a senior ambassador for TfWM and the integrated transport network, engaging, influencing and inspiring stakeholders, partners and communities.
- Champion a strong commercial and delivery-focused culture across TfWM and WMCA.
- Contribute fully to senior leadership responsibilities within the TfWM Commercial Directorate.
- Represent the WMCA in a professional manner.
- Undertake such tasks as may reasonably be expected commensurate with the scope and level of the role.

## Person Specification

Candidates/post holders will be expected to demonstrate the following:	Essential / Desirable		How Evidenced?		
<b>Experience</b>	<b>E</b>	<b>D</b>	<b>A*</b>	<b>I*</b>	<b>T*</b>
Significant experience operating at a senior leadership level with accountability for complex property or infrastructure portfolios, including acquisition, development and improvement of operational assets.	x		x	x	
Proven experience acting as Senior Responsible Owner or programme sponsor for large-scale capital programmes, with accountability for delivery to time, cost, quality and outcomes.	x		x	x	
Demonstrable track record of delivering positive commercial outcomes, including the development and implementation of commercial strategies and the identification of opportunities that drive value, efficiency and/or revenue growth.	x		x	x	
Substantial experience of leading property maintenance, improvement and remedy programmes, ensuring assets are safe, compliant and fit for operational use.	x		x	x	
Experience of developing property and infrastructure solutions to support operational delivery, ideally within transport, logistics, utilities or similarly complex service environments.	x		x	x	
Experience of supporting or delivering electrification programmes within an asset-based or operational setting.	x		x	x	
Experience of establishing and overseeing lease arrangements, maintenance regimes and performance frameworks for third-party or operator use.	x		x	x	
Extensive experience of managing and influencing complex stakeholder landscapes, including senior internal leaders, external partners and political stakeholders.	x		x	x	
<b>Skills / Knowledge</b>	<b>E</b>	<b>D</b>	<b>A*</b>	<b>I*</b>	<b>T*</b>
Credible and confident senior leader, able to set strategic direction, exercise sound judgement and take accountability for high-risk, high-value decisions.	x		x	x	
Excellent communicator, able to articulate complex technical, commercial and operational issues clearly to senior leaders, elected members and external stakeholders.	x		x	x	
Ability to work effectively across organisational boundaries, leading matrix teams and multi-disciplinary partners to deliver shared outcomes.	x		x	x	
Commercially focused and outcomes-driven, anticipating risks and opportunities and responding decisively to enable delivery.	x		x	x	
Inclusive and empowering leadership style, actively developing others and fostering a high-performance, collaborative culture.	x		x	x	
Adaptable and resilient, with the capability to lead and operate effectively at a senior level within a politically led organisation.	x		x	x	
<b>Qualification / Education / Training</b>	<b>E</b>	<b>D</b>	<b>A*</b>	<b>I*</b>	<b>T*</b>
Educated to degree level or able to demonstrate equivalent senior-level experience in a relevant field.	x		x	x	

Evidence of continued professional development relevant to senior leadership, property, infrastructure, asset management, programme delivery or commercial disciplines.		x	x	x	
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\*Key: A = Application, I = Interview, T = Testing/Assessment

### Core Expectations

<b>Health, Safety &amp; Wellbeing</b>	All employees have a duty to take reasonable care for the health, safety, and wellbeing of themselves and of other persons who may be affected by their acts or omissions at work; and co-operate with their employer so far as is necessary to enable it to successfully discharge its own responsibilities in relation to health, safety, and wellbeing.
<b>Equality &amp; Diversity</b>	Promote and champion equality and diversity in all aspects of the role.
<b>Learning &amp; Development</b>	Participate in and take responsibility of any learning and development required to carry out this role effectively.
<b>Performance Management</b>	Actively engage in the performance management process and take responsibility for managing performance outcomes.
<b>GDPR</b>	Ensure the reasonable and proportionate protection, processing, sharing, and storing of WMCA information in accordance with the relevant legislation, corporate policies, and in the best interests of the data subjects (Data Protection/GDPR), the WMCA, our partners, and the West Midlands, in all aspects of the role.
<b>Adherence to Policies</b>	Be aware of and comply with all organisation policies.
<b>Matrix Working</b>	Work in a matrix way when required by actively collaborating across traditional boundaries—such as directorates, functions, or geographic areas—to achieve shared goals. Depending on your role, you may contribute to multiple projects or workstreams, often working alongside different teams and leaders.
<b>Business Continuity</b>	All staff should actively participate in business continuity training and exercises when required, ensuring they understand and follow business continuity plans and procedures to maintain organisational resilience during disruptions.
<b>Other</b>	There may be a requirement to work outside normal office hours on occasion, including a requirement to work within stakeholder and partner offices within the WMCA constituent area on a regular basis.

### Values

Our culture is underpinned by what we do and how we do it. Our behaviours outline the ways we need to work to deliver success, become truly inclusive, and make the organisation somewhere where everyone can give their best contribution.

Value	Competency	Behaviour
<b>Collaborative</b>	Team Focussed	Works as part of team, managing and leading.
	Service Driven	Customer, resident, and partner focussed.
<b>Driven</b>	Empowered & Accountable	Takes ownership and leads when needed.
	Performance Focused	Ambitious and going the extra mile.
<b>Inclusive</b>	'One Organisation' Mindset	Believe in each other's expertise.
	Open & Honest	We do what we say we are going to do.
<b>Innovative</b>	Forward Thinking	Embrace change and open to new possibilities.
	Problem Solving	Go for clear and simple whenever possible.

### Additional Post Requirements

Essential Car User		Politically Restricted Post		Disclosure and Barring Service (DBS)				Vetting	
Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	Basic <input type="checkbox"/>	Standard <input type="checkbox"/>	Enhanced <input type="checkbox"/>	None <input checked="" type="checkbox"/>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>

Job Evaluation Details			
Date Evaluation Agreed	JEP Reference	Grade	Job Family