



## Job Description

<b>Job Title:</b>	Commercial Operations and Efficiency Manager
<b>Directorate/Team:</b>	Bus Franchising – Commercial Team (Substantive)
<b>Location:</b>	16 Summer Lane
<b>Responsible to:</b>	Head of Commercial Activity
<b>Responsible for:</b>	(no direct reports)
<b>Key working relationships:</b> (internal)	Transport for West Midlands (TfWM) All Central Support services
<b>Key working relationships:</b> (external)	Bus Contractors/providers All external agencies and partners, as defined and established through activity

### Purpose of the Post

The Commercial Operations and Efficiency Manager is responsible for critically assessing existing and new revenue streams to ensure they are operationally efficient and genuinely profitable. The postholder will scrutinise the cost of delivery across the commercial portfolio, identify where processes can be streamlined or costs reduced, and ensure that proof-of-concept pilots are assessed for operational efficiency before being recommended for scale.

The role sits alongside the Revenue Development Manager, acting as an operational and efficiency counterpart, and supports the Head of Commercial Activity in ensuring TfWM's commercial programme delivers real net benefit to the organisation.

### Accountabilities

- Non-farebox commercial activities operate profitably, with clear visibility of cost of sale, resource impact and net return.
- Proof-of-concept pilots are subject to robust operational and financial efficiency assessment, with clear recommendations provided to senior managers.
- Revenue leakage across the commercial portfolio is identified and addressed, ensuring income due to TfWM is fully realised.
- Operational, financial and efficiency performance information is accurate, timely and supports effective decision-making.

### Responsibilities

#### Strategic

- Develop and implement strategies to improve operational efficiency and reduce cost of sale across the commercial portfolio.
- Critically evaluate profit and loss information to identify trends, risks and areas for improvement.
- Monitor and analyse performance metrics to identify areas for improvement, translating insight into actionable recommendations.
- Contribute to the Non-Farebox Commercial Strategy by providing assurance on the operational and cost efficiency of current and proposed revenue streams.
- Work flexibly and with integrity to meet the needs of the WMCA and the Bus Franchising Commercial team.

#### People

- Develop and maintain strong working relationships with key internal and external stakeholders, acting as a credible and trusted commercial operations partner.

<ul style="list-style-type: none"> <li>Engage with workstream owners and operational teams to communicate efficiency priorities and ensure colleagues understand their role in delivering cost-effective commercial activity.</li> <li>Collaborate with teams affected by new revenue streams to ensure understanding of operational, compliance and resource implications.</li> <li>Work collaboratively with the Revenue Development Manager to ensure commercial development activity is operationally sound and cost-aware from the outset.</li> <li>Collaborate with cross-functional teams to identify process improvements and implement solutions.</li> </ul>
<b>Operational</b>
<ul style="list-style-type: none"> <li>Sponsor and lead cost-reduction projects across the commercial function, tracking delivery and reporting on outcomes. Maintain operational requirements for each new revenue stream.</li> <li>Track efficiency KPIs (time-to-market, cycle time, cost-to-serve).</li> <li>Identify areas for operational efficiencies and/or duplication across teams and provide reasonable recommendations.</li> <li>Support the Revenue Development Manager with the operational requirements of pilots – liaising with assets and customer-facing staff, ensuring all contracts and risk assessment are complete</li> <li>Maintain a clear view of efficiency KPIs across the commercial portfolio and produce regular performance reports for the Head of Commercial Activity.</li> </ul>
<b>Financial</b>
<ul style="list-style-type: none"> <li>Monitor and report on changes in cost of sale for non-farebox and farebox revenue.</li> <li>Identify and resolve revenue leakage across non-farebox streams, ensuring income due to TfWM is fully captured.</li> <li>Provide clear financial insight and options to inform investment, continuation or cessation decisions on commercial activity</li> <li>Ensure financial data relating to commercial operational costs is accurately maintained, working closely with Finance to align with TfWM's budgeting and forecasting cycles. Ensure Value for Money and follow the appropriate governance processes for dealing with any financial activities.</li> </ul>
<b>Other</b>
<ul style="list-style-type: none"> <li>Represent the WMCA in a professional manner.</li> <li>Undertake such tasks as may reasonably be expected commensurate with the scope and level of the role.</li> </ul>

### Person Specification

Candidates/post holders will be expected to demonstrate the following:	Essential / Desirable		How Evidenced?		
	E	D	A*	I*	T*
<b>Experience</b>					
Significant commercial-operations experience, with responsibility for cost control, efficiency or profitability across multiple workstreams	X		X		
Demonstrable experience of working with data insights to instigate reviews, planning and evaluation	X				
Knowledge of transport systems within the public sector		X			
<b>Skills / Knowledge</b>					
Proficient at managing multiple workstreams and implementing relevant projects either in collaboration with partners, or independently	X		X	X	
Excellent analytical and problem-solving abilities	X				
Strong project management skills with the ability to lead cross-functional teams	X		X	X	
Sound business and financial acumen with ability to interpret financial and performance data and establish activities	X		X	X	
Ability to constructively challenge proposals and influence senior stakeholders using evidence-based insight	X		X	X	

Qualification / Education / Training	E	D	A*	I*	T*
Degree or equivalent in a Business Management, Finance or relevant subject	X				
Masters or equivalent in Business Management, or Commercial Management (similar subject)		X			
Evidence of continuing professional development		X			

\*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	
<b>Collaborative</b>	We work as one organisation, building trust, connection and shared purpose across teams and partners to create the biggest impact for our region.
<b>Inclusive</b>	Every voice matters – we create belonging, fairness and psychological safety so everyone can thrive.
<b>Innovative</b>	We think future and act smarter – embracing curiosity, creativity and continuous improvement to shape the future.
<b>Driven</b>	Focused on impact – leading with clarity, care and courage to deliver meaningful results for the West Midlands.
Our culture is built on collective leadership, where everyone plays a part in shaping how we work and succeed together. Guided by our values, we create an environment where people feel valued, supported and able to contribute their best. Through behaviours grounded in clarity, care and courage, as set out in our Leadership Statement we are making the West Midlands Combined Authority the best place to work and belong.	

Additional Post Requirements							
Politically Restricted Post		Disclosure and Barring Service (DBS)				Vetting	
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
24/04/2026	JEP818	SP38-SP42	
Position Reference			