



Job Description

Job Title:	Head of Commercial Activity
Directorate/Team:	Commercial (TfWM)
Location:	16 Summer Lane or other WMCA site/location
Responsible to:	Commercial Director, Transport for West Midlands
Responsible for:	TBC
Key working relationships: (internal)	WMCA & TfWM Directors and Heads of Service & Senior Managers
Key working relationships: (external)	Local Authorities and Local Councillors, Transport Operators, Community & Business Representatives, Commercial Partners, Customers and Residents, DfT

Purpose of the Post

Maximising the commercial potential of TfWM's public transport operations through revenue maximisation and driving cost efficiencies. This includes developing and delivering commercial strategies, driving new revenue streams, optimising existing assets, and ensuring strong commercial partnerships with stakeholders. The role ensures that commercial activity aligns with the organisation's strategic goals of improvement public transport, enhancing customer experience, and supporting long-term financial sustainability.

Accountabilities

- Develop and implement a comprehensive commercial strategy to grow non-farebox revenue and strengthen financial performance.
- Identify and exploit opportunities for new income streams including increased advertising and sponsorship, retail partnerships, land use, data monetisation, and digital services.
- Provide commercial input into the wider business planning and investment decisions.
- Maximise revenue from existing contracts, assets and partnerships, ensuring value for money.
- Identify efficiencies and innovative approaches to monetising transport assets.
- Develop, own and grow all ancillary revenue streams for bus services initially and across all transport modes in future.
- Work closely with the procurement team to deliver centralised frameworks for bus services and eventually other modes, so that commodities, such as tyres and fuel can be accessed most efficiently.
- Develop and pursue commercial innovation opportunities with the aim of finding schemes for capital investment that will then enable operational savings.
- Develop and own an Intellectual Property (including digital and data) catalogue for TfWM and lead on projects to maximise the commercial opportunity of that Intellectual Property.
- Work closely with Local Authority partners to amplify opportunities for joint working across the public transport landscape including things such as shared services and joint procurement.

- Designated 'budget holder with overall accountability for a revenue and/or capital budget or a group of budgets.

Responsibilities

Strategic

- Develop and implement a commercial strategy that maximises non-farebox revenue and aligns with TfWM's long-term goals for public transport improvement and financial sustainability.
- Drive innovation in commercial models, identifying new opportunities for monetisation across transport modes, including digital services, data, and land use.
- Shape investment decisions by providing commercial insight into business planning, ensuring alignment with strategic priorities.
- Lead the development of an Intellectual Property catalogue, including digital and data assets, and oversee initiatives to commercialise these resources.
- Champion cross-sector collaboration, working with Local Authorities and stakeholders to unlock joint commercial opportunities and shared services.
- Work flexibly and with integrity to meet the needs of WMCA and TfWM Directorates.

People

- Build and lead cross-functional relationships with internal teams such as procurement, finance, and operations to deliver commercial outcomes.
- Influence and engage external stakeholders, including advertisers, sponsors, retail partners, and public sector bodies, to foster strong commercial partnerships.
- Promote a culture of commercial awareness across TfWM, encouraging innovative thinking and value-driven decision-making.
- Mentor and support colleagues involved in commercial activities, helping to build organisational capability in revenue generation and cost efficiency.

Operational

- Own and grow ancillary revenue streams, beginning with bus services and scaling across all transport modes.
- Work closely with procurement to establish and manage frameworks that optimise purchasing and supply chain efficiency.
- Ensure commercial activities are embedded in operational planning, supporting service delivery and customer experience enhancements.
- Implement innovative approaches to asset monetisation, leveraging TfWM's infrastructure, data, and digital platforms.
- Coordinate joint procurement initiatives with Local Authority partners to streamline operations and reduce costs.

Financial

- Maximise revenue from existing contracts and assets, ensuring value for money and identifying opportunities for renegotiation or enhancement.
- Identify and develop new income streams, including advertising, sponsorship, retail partnerships, and data monetisation.
- Drive cost efficiencies through centralised procurement frameworks for commodities such as tyres and fuel, starting with bus services and expanding to other modes.
- Develop capital investment schemes that enable long-term operational savings and improved financial performance.
- Monitor and report on commercial performance, ensuring transparency, accountability, and continuous improvement.
- Own and professionally manage the c. £20m non-fare box commercial revenue budget.

- Ensure Value for Money and follow the appropriate governance processes for dealing with any financial activities.

Other

- Acting as the organisation's and integrated transport network's eyes, ears and voice for engaging, informing, influencing and inspiring residents, visitors, political, business and community leaders.
- Champion a commercial culture across TfWM and WMCA.
- Senior leadership responsibilities as within the TfWM Commercial team.
- 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?		
Experience	E	D	A*	I*	T*
Proven experience in developing and delivering commercial strategies within a complex, multi-stakeholder environment.	x		x	x	
Demonstrable success in identifying and growing non-farebox revenue streams such as advertising, sponsorship, retail, or digital services.	x		x	x	
Experience in managing commercial contracts and partnerships, ensuring value for money and performance optimisation.	x		x	x	
Track record of leading cross-organisational initiatives, including joint procurement or shared services.	x		x	x	
Experience in public transport, infrastructure, or related sectors is highly desirable.		x	x	x	
Experience maximising revenues through contract management and delivering operational savings through commercial innovation.	x		x	x	
Experience of leading advertising and sponsorship negotiations to maximise the use of owned assets.	x		x	x	
Skills / Knowledge	E	D	A*	I*	T*
Commercial acumen with a deep understanding of revenue generation, cost efficiency, and value creation in public transport or similar sectors.	x		x	x	
Strategic thinking and the ability to translate organisational goals into actionable commercial plans.	x		x	x	
Strong stakeholder management and partnership-building skills, including experience working with public sector bodies, suppliers, and commercial partners.	x		x	x	
Knowledge of procurement frameworks and contract management, particularly in transport commodities and services.	x		x	x	
Understanding of data monetisation, digital services, and intellectual property as commercial assets.	x		x	x	
Excellent analytical skills, with the ability to interpret financial and operational data to inform decision-making.	x		x	x	
Innovative mindset, with a track record of identifying and implementing new commercial opportunities.	x		x	x	
Effective communication and influencing skills, capable of engaging senior leaders, partners, and cross-functional teams.	x		x	x	
Qualification / Education / Training	E	D	A*	I*	T*
Educated to degree level or with equivalent levels of experience.	x		x		
Evidence of continuous professional development in commercial strategy, innovation, or public sector leadership.	x		x	x	

*Key: A = Application, I = Interview, T = Testing/Assessment

Core Expectations

Health, Safety & Wellbeing	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.
Equality & Diversity	Promote and champion equality and diversity in all aspects of the role.
Learning & Development	Participate in and take responsibility of any learning and development required to carry out this role effectively.
Performance Management	Actively engage in the performance management process and take responsibility for managing performance outcomes.
GDPR	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.
Adherence to Policies	Be aware of and comply with all organisation policies.
Other	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
Collaborative	Team Focussed	Works as part of team, managing and leading.
	Service Driven	Customer, resident, and partner focussed.
Driven	Empowered & Accountable	Takes ownership and leads when needed.
	Performance Focused	Ambitious and going the extra mile.
Inclusive	'One Organisation' Mindset	Believe in each other's expertise.
	Open & Honest	We do what we say we are going to do.
Innovative	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 ☐	No ☒	Yes ☐	No ☒	Basic ☐	Standard ☐	Enhanced ☐	None ☒	Yes ☐	No ☒

Job Evaluation Details

Date Evaluation Agreed	JEP Reference	Grade	Job Family