

Job Holder: Area Station Manager, The North Area

Reports to: Head of Stations, London Northwestern Railway

Grade: PM2D

Safety Status: Key Safety

Date version agreed: Dec 2019

1. Job Purpose

To provide inspirational leadership to the North Area team within the London Northwestern Railway separable business unit to support them in a delivering 'Best in Class' customer experience. This includes responsibility for all areas of the customer experience on the station including managing the relationship with Network Rail and other TOCs. This role will be responsible for ensuring the delivery of improvement plans to include, but not be limited to, customer satisfaction, safety, performance/reliability, and community engagement.

2. Safety Details

A. This job requires Security Clearance (e.g. Running of Special Trains)	YES
B. The job holder is required to hold a relevant Track Safety competence (e.g. PTS)	NO
C. This is a Safety Critical Work Post	YES
D. This is a Key Safety Post	YES
E. Reference to this job is included in the company Safety Certification documents	YES
F. This job Manages Employees (undertakes specific tasks indicated in the occupational & operational standards manuals)	YES
G. This job Manages Locations (undertakes specific tasks as indicated in the occupational and operational standards manuals)	YES

3. Dimensions

A. Financial:

Cost and Payroll Budget - **TBC**
Delegated Authority - **TBC**

B. Staff:

Directly Responsible
Direct Reports

C. Others:

Compliance with employment law/legislation
Staffed Stations
Non SFO Stations

4. Principal Accountabilities

Our People:

- a) Provide leadership and direction to your team to ensure delivery of the Abellio and LNR brand, values and vision, to create an amazing experience for our people and our customers;
- b) Implement a proactive manpower planning process that ensures the delivery of an effective and efficient stations team including a customer focused gateline operation;
- c) Work with the recruitment team to ensure that we have the right amount, of the right type of people to deliver the customer experience;
- d) Work collaboratively with the HR team to ensure your teams receive relevant, timely training and continual development so they feel empowered, equipped and enabled to deliver an amazing experience to all LNR customers;
- e) Chair local union meetings to build effective relationships and protect the interests of LNR;
- f) Effectively manage the performance of your team using the appropriate LNR processes to ensure they are engaged, capable, available and motivated to deliver consistently high levels of customer experience;

Driving and continually improving our Customer Experience:

- a) Work closely with the Senior Conductor management team, the Head of On Train Experience and the Property team plus others as necessary to ensure a joined up customer experience;
- b) Contribute to the development and delivery of the overall CX strategy, project and committed obligations;
- c) Adopt a 'one team culture' within WMT to ensure consistency, ideas are shared and learning adopted;
- d) Develop and implement processes that allow the whole team to play their part in improving the service we provide.
- e) Work with the Head of Station Experience to help design and implement customer service improvement plans based on NRPS and other measurement feedback.
- f) Use customer feedback to continually look for ways to build and improve the experience our customers receive.

Safety:

- a) Meet, and continually strive to exceed safety and environmental targets as defined in the WMT Business Plan and Safety Plan;
- b) Create a culture within the team to ensure safety is everyone's business;
- c) Ensure adherence to all health & safety, security and fire safety procedures;
- d) Work collaboratively with the HR team to ensure your people receive relevant and timely safety training;
- e) Deliver an events plan for the station taking into account all events that could have direct or indirect impact. This should be overlaid against the engineering work plan. This should include all processes for dealing with overcrowding and emergency planning.

Driving Revenue Growth:

- a) Build key relationships with Commercial, Marketing and Sales teams, to ensure feedback and ideas have an effective channel of communication, we maximise business opportunities and instil a commercially focused CX culture;
- b) Deliver all revenue targets through the effective operation of gatelines and ensuring compliance with Schedule 17.
- c) In cooperation with the planning team lead development of enhanced services to attract new customers, retain existing customers and that compete with other rail companies and modes of transport;
- d) Deliver a ticket retailing strategy ensuring retailing 'mix' and manpower continues to reflect changing customer preferences for purchasing tickets;
- e) Manage the provision and analysis of management information relating to the station operation to enable commercial and timely decisions to be taken to maximise business performance and opportunities.
- f) Develop station travel plans for arriving and departing customers, that are integrated with other forms of transport.

Stakeholder Relationships:

- a) Work collaboratively with the Head of Stakeholder and Community to identify, build and maintain key stakeholder relationships;
- b) Work with other TOC's to ensure our interests are protected at the stations;
- c) Manage the interface with TOCs, tenants, suppliers, local service partners and other stakeholders as appropriate, to ensure the consistent delivery of customer experience, service quality, operational performance, and safety and security standards.
- d) Develop a relationship with Community groups and stakeholders for the business.

Improving our Performance:

- a) Design and implement processes and action plans to ensure the safe, efficient and consistent delivery of right-time train departures and minimisation of delay to trains at stations;
- b) Work cross-functionally with other departments to develop, implement, and continually review scenario-based contingency plans for service disruption to minimise impact of disruption on our customers;
- c) Execute our proactive response to service disruption and Passenger Information during Disruption (PIDD) to ensure we deliver for our customers and solve issues in real time.

Delivering our Finance goals:

- a) Deliver all financial targets for your area
- b) Work with the resource team, to ensure the station operations are resourced in a cost-effective way through proactive manpower planning and effective resource deployment;
- c) Participate in the internal audit programme, ensuring any actions assigned are closed out within the specified timescale;
- d) Adhere to the Cash Regulations and delegated authority procedures, ensuring retail guidelines are followed in ticket offices.

5. Context

A: Operating Environment:

Management of the North Area area team. All Station Staff terms and conditions are covered by legacy collective bargaining arrangements across a number of unions. The delivery of a consistent train service is through the front line delivery colleagues and their Managers. The franchise obligations are based around such delivery.

B: Framework and Boundaries:

The nature of the collective agreements means that a detailed knowledge of terms and conditions and their implications is essential to the role. This is coupled with the need to build good working relationships and communication with line managers and union representatives in order to engender employee engagement

C: Organisation:

6. Knowledge and Experience

- a) Excellent interpersonal skills and proven record in building teams.
- b) A high level of influence and proven record at a senior level in leading teams to deliver positive results.
- c) The right style to motivate, lead and influence others in line with Abellio and LNR Vision, brand and culture.
- d) Experience of successfully delivering large projects to deadlines and budgets.
- e) Experience of Trade Union negotiations at a local level.
- f) The ability to lead change and a passion for innovation.
- g) Proven track record of delivering targets and projects within budget and on time.
- h) Experience of safety management systems and regulatory compliance.
- i) High level of numeracy and sound analytical skills.
- j) Self motivation and drive, thriving with accountability and responsibility.

7. Job Challenge(s):

- a) Building an effective and professional relationship with the unions during a turbulent period.
 - b) Delivering the commercial targets as defined within the WMT franchise agreement.
 - c) Management of unstaffed stations.
 - d) Managing the disruption for our customers during the HS2 and other major projects.
 - e) Managing the relationship at key non WMT SFO stations
 - f) Building a performance plan that delivers increased punctuality and reliability for our customers.
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8. Additional Information

(Provide any further information not included in previous sections, which it is considered would assist others to achieve a better understanding of the job)

9. Sign off

Job Holder:..... **Date:**.....

Manager:..... **Date:**.....

Nominated Deputies

If this is a KEY SAFETY POST (2D is "checked") a Nominated Deputy must be identified. The job holder must ensure that the Nominated Deputy receives a copy of, and is briefed on, this Job Description.

Job title of Nominated Deputy:

Name of Nominated Deputy:

Signature of Nominated Deputy:

Date:

As the Nominated Deputy for this post, I confirm that I have been briefed on the requirements of this job. If there are more Nominated Deputies they should sign further copies of this Job Description.