

ROLE DESCRIPTION

Job Title	Ticket Operations Lead
Service Area	Customer and Operations
Salary Band	SCP 44-50 + Excellent Benefits
Reporting to	Head of Customer Services
Responsible for	Ticketing Officer team
Political Restriction	This post is not politically restricted
Abbreviations	LCRCA- Liverpool City Region Combined Authority LCR- Liverpool City Region CA- Combined Authority

1. Primary Purpose of the Post
This is a senior leadership role responsible for the operational management and optimisation of all customer-facing ticketing systems across the Liverpool City Region. This includes smartcards (ITSO), contactless EMV, mobile applications, journey planning tools, and all digital and physical methods of ticket purchase. The postholder will ensure systems operate reliably, comply with relevant standards, and deliver a seamless customer experience. The postholder will play a key role in supporting the development of a multimodal, account-based approach to ticketing, contributing to a more integrated and flexible transport system. This includes involvement in the creation of a comprehensive regional fares and ticketing policy that reflects the evolving needs of passengers across different modes of travel. The role requires close partnership working across internal teams, suppliers, transport operators, and other stakeholders to align operational delivery with strategic goals. In addition, the role will support innovation in customer experience by leading the implementation of features such as auto-refunds and tap error alerts, while contributing to longer-term transformation. This includes modernising legacy platforms, phasing out outdated ticket types, and supporting the roll-out of solutions such as tokenisation and digital Pay As You Go.
2. Your responsibilities
Operations • Oversee and track the daily operation of ticketing systems, including but not limited to ticketing media, online ticketing, mobile apps, and back-office settlement platforms. • Oversee ticketing data analysis from an operational and strategic perspective. • Establish and manage a cross-functional team overseeing operational delivery, technical issue resolution, and supplier coordination.



- Develop and implement monitoring frameworks working with digital colleagues to assess system performance, and wider customer delivery colleagues to monitor user experience, and key operational metrics.
- Contribute to supplier performance reports, audit and assurance activities, and broader business reporting.
- Report on planned and reactive maintenance and manage identified operational risks along with corresponding mitigation actions.
- Ensure all customer-facing applications and services operate at peak performance and availability.
- Maintain strict adherence to PCI DSS, contactless EMV protocols, ITSO standards, and regional transport laws in all operational activities.
- Develop a thorough approach to revenue collection/revenue protection, ensuring operators are prepared and encouraged to discharge their duties
- Budget and project management in a complex and or/ large political organisation

Partnerships

- Collaborate with the key stakeholders (internal and external) to ensure operational readiness for new system releases and changes, in line with LCRCA policies, procedures, and legislation - while minimising risks to live services and production environments.
- Monitor and enforce vendor obligations related to maintenance schedules and software release processes to ensure contract compliance.
- Collaborate with product, engineering, customer support, operations teams, and transport operators to align day-to-day priorities with broader business goals.
- Liaise with transport authorities, payment scheme operators (e.g. Visa, Mastercard), merchant acquirers, and platform providers to ensure smooth service delivery.
- Oversee third-party partnerships to ensure compliance with contracts and adherence to service level agreements.
- Support the integration of ticketing systems with 3rd party providers.
- Plan and implement procurement and upgrades of systems and infrastructure as required and in line with the high-level strategies on systems ownership.
- Work with successful bidders to ensure compatibility of systems and interfaces.
- Work with internal and external suppliers to ensure accurate fare calculations, timely customer charges, and the overall reliability of systems that support revenue protection and a high-quality customer experience.
- To work with key internal and external stakeholders across the ticketing ecosystem to ensure the LCRCA region retain high levels of customer service and remains at the forefront of technological advances in this area of expertise.

Strategy

- To lead strategically using both specialist knowledge and skills around smart ticketing and multimodal account-based ticketing working closely with in house digital services.
- Develop our multimodal account based approach and a holistic travel fares and ticketing policy

- To contribute to the efficient delivery of all Ticketing functions across the LCRCA and regional transport services with key partners and internal colleagues.
- Manage business continuity and disaster recovery planning and exercises, ensuring they are well-communicated, regularly tested, and delivered in line with agreed standards.
- Support accessibility and inclusion initiatives, ensuring services accommodate concessionary fares and offline access where needed.
- Support the bus franchising programme by acting as the strategic link for wider Ticketing to bus operations.
- Strategically lead the concessionary travel services across Mersey Tunnels, Mersey Ferries and the wider Metro network – including continual improvement of Customer Service
- Lead analysis of key performance data—including transaction success rates, tap errors, app drop-offs, and complaints—to optimise the end-to-end payment experience.

Innovation and Change

- To drive forward the digital agenda to maximise efficiencies for our customers across the Smart Ticketing agenda.
- Lead the LCRCA and transport networks smart ticketing offer and work with colleagues to deliver the smart ticketing strategy that supports the full integration of the regional transport network.
- Drive continuous improvement by identifying and implementing opportunities to automate operational tasks, streamline processes, and reduce recurring system issues.
- Drive innovation in customer experience, introducing day one features like auto-refunds and tap error alerts but also tokenisation, digital PAYG, in addition to retiring ticket types and legacy ticketing platforms

3. General Corporate Responsibilities

- To support the implementation of the City Region's Devolution agreement and wider strategic priorities.
- Effective leadership and management of staff within a Service/group of functions, encouraging a continuous improvement ethos to develop outstanding services/functions, where value for money is delivered and where innovation can flourish.
- Foster a positive working and learning environment, including the health safety and wellbeing of all staff, whilst ensuring accountabilities and priorities are clear to services, teams and individual. Ensuring a proactive management of employee relations, performance, and attendance.
- Promote understanding of and adherence to LCRCA values by modelling appropriate behaviours and encouraging others to do likewise
- Contribute and lead on the preparation of corporate plans, risk register, budget management and resource planning for the areas of defined responsibility.
- Own and manage the defined budget for the function; ensuring regular review and monitoring and the proactive action is taken as required.

- Ensure effective performance management, actively engaging with Combined Authority's performance management framework, delivering all personal and Service performance targets as agreed, managing identified risks, and contributing to the management of Directorate and Corporate risks.
- Demonstrate the Combined Authority's commitment to equal opportunities and promote non-discriminatory practices in all aspects of work undertaken; promoting full consideration of the equality impacts of decisions on all the Protected Characteristics. Advance non-discriminatory practices in all aspects of work undertaken.
- Ensure compliance with legislation and Combined Authority policies and procedures in relation to governance including supporting the scrutiny process and the completion of the annual governance statement
- Display organisational behaviours of LCR First, Respect and Action Focus encouraging others to do likewise and role model the leadership expectations outlined in the Combined Authority Leadership Charter.
- Establish effective relationships and collaboration with constituent local authorities/bodies to support long term ambition and delivery of the Combined Authority Corporate plan.
- Ensure the development, provision and analysis of high-quality management information and documentation that is timely, accurate and meaningful.
- Embed a culture that places customers first, adopts a can-do approach and focuses on communities and working locally.
- Work with public and other relevant bodies to support LCR's communities, through services and activities which address local concerns, and which foster social capital and resilient communities.

It must be understood that every employee has a responsibility to ensure that their work complies with all statutory requirements and with Standing Orders and Financial Regulations of the Combined Authority, and to ensure that all work functions are undertaken in accordance with health and safety legislation, codes of practice, and the Combined Authority's safety plan.

This job description is not intended to be prescriptive or exhaustive; it is issued as a framework to outline the main areas of responsibility at the time of writing.

PERSON SPECIFICATION

Job Title: Ticket Operations Lead

CRITERIA		
Qualifications and Training	E = Essential D = Desirable	Identified By
Relevant degree/ qualifications or - significant relevant experience at equivalent level including Information Technology Infrastructure Library (ITIL) or equivalent certification - or significant experience working in ITIL aligned environment	E	A
Evidence and commitment to continuous professional and personal development	E	A
Membership (or eligibility to join) a recognised, relevant professional body	D	A
Leadership or Management Qualification, or working towards such.	D	A

Experience and knowledge	E = Essential D = Desirable	Identified By
Experience of digital transformation of Transport Ticketing Services (ITSO standards) including understanding of payment systems (or similar), and use of cloud environments.	E	A, I, AS
Track record of management responsibility of major customer facing areas	E	A, I, AS
Proven experience coordinating major incident resolution, including root cause analysis, managing on-call rotations, incident communications, and conducting post-incident reviews.	E	A, I, AS
Skilled in establishing and maintaining monitoring frameworks for user experience, and KPIs, as well as managing payment dispute processes and reporting contractual non-compliance.	E	A, I, AS
Experience of using financial and commercial awareness and the ability to analyse complex information to deliver objectives	E	A, I, AS
Experience of managing the processing and large volume customers payments, including card and BACs payments.	E	A, I, AS
Strong ability to liaise with technology teams (internal and external), stakeholders, and non-technical audiences, effectively coordinating feedback and communication.	E	A, I, AS
Knowledge of different contracting models and approaches to contract/performance management and procurement	E	A, I, AS
Budget management in a large complex organisation of significant value.	E	A, I, AS

Experience of working within a political environment including advising and briefing politicians	D	A, I, AS
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Skills, Abilities and Personal Attributes	E = Essential D = Desirable	Identified By
A passion to improve customer services and grow public transport patronage.	E	A, I, AS
Capable of translating ideas into policy and practice through innovative thinking, encouraging ideas from across teams, creatively working around new constraints and challenges.	E	A, I, AS
Able to deliver and lead others to prioritise work, working within a fast-paced environment providing a creative approach to problem solving and continuous improvement.	E	A, I, AS
Work with professionals such as politicians and media to maintain professional reputations	E	A, I, AS
Highly developed written and oral presentation skills with ability to present significantly complex ideas in a clear and comprehensible way	E	A, I, AS
Strong financial aptitude with an innate ability to assess different options, forecasts and scenario planning – understanding the potential opportunities and risks of different approaches	E	A, I, AS
Ability to develop and maintain effective working relationships with integrity, credibility and influence with national and local politicians, civil servants, officers, and other key stakeholders	E	A, I, AS
Ability to anticipate and understand the needs of the LCR CA and the city region and translate them into solutions and outcomes.	E	A, I, AS
Highly developed influencing and negotiating skills with a determination to deliver the right outcomes.	E	A, I, AS

Commitment and Behavioural Competencies	E = Essential D = Desirable	Identified By
A commitment to follow and amplify the LCRCA agreed behaviours of LCR First, Respect and Action Focused.	E	A, I, AS
Demonstrates the highest levels of professionalism	E	A, I, AS
A commitment to providing a high-quality customer service and ensuring service standards are met across all areas of responsibility	E	A, I, AS
Demonstrates a commitment to Equality, Diversity and Inclusion	E	A, I, AS
Flexible approach to working hours and willingness to work flexibly as and when required	E	A, I, AS



Ability to attend meetings inside and outside the City Region	E	A, I, AS
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Note for Candidates:

As part of our recruitment process, we will be using psychometric testing and stakeholder panels. Psychometric tests help us assess your cognitive abilities, personality traits, and job-related skills, ensuring a fair and unbiased selection.

Additionally, stakeholder panels, will provide diverse perspectives during the interview process.

These methods help us make well-rounded hiring decisions and find the best fit for both the role and our organisational culture

Key to Assessment Methods:

A - Application	I – Interview	P – Presentation	AS – Assessment
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