

<b>Role Title</b>	<b>Corporate Director Highways &amp; Parking</b>
<b>Job Family</b>	<b>Neighbourhood and Environment Directorate</b>
<b>Competency Level</b>	<b>Chief Officer</b>
<b>Pay Scale</b>	<b>CD1</b>
<b>Purpose</b>	
<p>To act as lead officer for the Highways and Parking team, providing strong leadership and vision in the development of the Council's Highways and Parking Services, ensuring strategic policy direction, operational management and financial control for the Highways and Parking services and any associated statutory functions within the Council. Ensure the development of customer-centred service delivery, putting the customer at the heart of all activity.</p> <p>Provide advice and guidance to Strategic Leadership Team, Chief Executive and Cabinet and through working with Council Members, to develop the culture and achieve the aims and desired outcomes of the Council.</p>	
<b>Generic Accountabilities</b>	<b>End Results/ Outcomes</b>
<p>Direct, develop and control the service.</p> <p>Responsible for all operational decision-making and management of the service.</p>	<p>The portfolio of Highways and Parking services delivers the required outcomes efficiently, effectively and within allocated budgets.</p> <p>Activities within the service are directed and controlled to ensure the required outcomes and standards are delivered either directly; through commissioned or funded services, or via community empowerment.</p> <p>Member input, community consultation, and customer feedback inform the design, development, delivery and performance management of the service.</p> <p>Service quality, customer satisfaction, efficiency and continuity are maximised.</p>
<p>Direct and lead a portfolio of Highways and Parking services, ensuring the development of strategies, policies, targets and objectives that deliver Waltham Forest's strategic, operational and financial requirements.</p> <p>Service strategy and policy formulation and implementation are aligned to the Council's overall corporate strategy and objectives.</p> <p>Actively contribute to the corporate management and strategic direction of the Council as part of the Directorate Management Team.</p>	<p>Service strategy is developed, agreed and implemented.</p> <p>Service priorities are established.</p> <p>Changing priorities and external requirements are anticipated and assessed.</p> <p>Innovative approaches and responses are developed and delivered. The portfolio of Highways and Parking services delivers the required outcomes efficiently, effectively and within allocated budgets.</p>

<p>Ensure the development and implementation of policy, stems, processes, criteria, performance criteria governance frameworks, and procedures within area of responsibility meet strategic/operational requirements and ensure compliance with external legislation and regulations.</p>	<p>Policies and controls ensure that the area of responsibility is compliant with all relevant legislation, codes, regulations, guidelines, standards and best practice.</p> <p>Governance frameworks have clear accountabilities and effectiveness is measurable.</p> <p>Compliance is monitored and ensured.</p> <p>Action is taken to resolve any issues identified.</p>
<p>Accountable for the strategic and operational planning and delivery of the service targets and objectives. Ensure the service's plan and performance (either directly or through commissioned / managed services) results in the implementation of agreed Council strategies, policies and outcomes. Input to the strategic planning of the wider organisation.</p>	<p>Policy direction is translated into service outcomes.</p> <p>Service and business plans and targets are developed, communicated, cascaded and monitored.</p> <p>Robust performance and quality management systems and procedures are in place and meet all requirements.</p> <p>Performance, quality and contractual compliance are managed effectively.</p>
<p>Advise Strategic Leadership Team and Members on issues relevant to the service. Provide challenge and advice to colleagues, managers and partner organisations.</p>	<p>Act as lead professional adviser in area of responsibility.</p> <p>Strategic advice, critical challenge and moderation are provided in relation to all aspects of the service and wider council / partner activities as appropriate.</p>
<p>Develop and manage stakeholder relationships. Ensure the service has good relationships with Council Members, other service areas, customers, the public and the media.</p>	<p>Good working relationships with associated and affected interest groups / key stakeholders are established, promoted, fostered and sustained.</p> <p>Customer comments and complaints are used to improve service performance.</p> <p>The Council is represented on local, regional and national forums.</p>
<p>Develop opportunities for partnership working both within and outside the council. Lead on relevant partnerships between the Council and other public, private, voluntary and community sector bodies.</p>	<p>Where appropriate, delivery of the service is achieved / supported through partnerships.</p> <p>Partnership working is led effectively.</p> <p>Best practice is identified, shared and promoted.</p>

Provide leadership and direction for the service, to ensure the delivery of timely and appropriate services to customers.	<p>The service is led by a professional, motivated and effective management team.</p> <p>Recruitment, induction development, performance review, employee relations and all HR processes and planning is completed to the required standards and timescales.</p> <p>Deficiencies and underperformance are actively resolved.</p> <p>Effective team meetings take place.</p>
Identify, secure, deploy and manage the resources necessary for the service to meet/ exceed its objectives.	<p>Appropriate organisation structures and processes are developed and implemented to meet changing organisational requirements.</p> <p>Resources are effectively and efficiently deployed to achieve service objectives.</p>
Direct and control the financial expenditure and integrity of the service.	<p>Budgets and financial risk are monitored and managed in compliance with organisational requirements.</p> <p>The service is delivered within agreed budget.</p> <p>Funding from external sources is identified and secured where appropriate.</p> <p>Value for money is maximised.</p>
Direct and implement a comprehensive risk management programme for the service.	<p>Operational, financial, regulatory and political risk are identified and managed in accordance with Local Government and national working practices.</p>
Ensure that the capacity to respond positively to change is enhanced, "traditional thinking" is challenged and innovative solutions are pursued throughout the area of responsibility.	<p>Necessary changes to culture and practice are implemented and sustained.</p> <p>Conditions for others to perform and to innovate are created.</p> <p>Improvement of the service is focussed and driven to meet strategic objectives and improve service user outcomes.</p>
Plan and direct / sponsor significant strategic programmes, projects and initiatives, both within the service area and across the council / partnerships.	<p>Major change /complex multi-disciplinary programmes are monitored, and directional control provided.</p> <p>Resources required to deliver the project / programme are secured.</p> <p>Projects / programmes have clear and assigned accountabilities and achieve their objectives.</p>

Promote equality and inclusion across all service provision.	<p>Communities are involved in service decisions that directly impact them.</p> <p>Remove barriers to access and participation facing the boroughs communities.</p>
<b>Job-Specific Accountabilities</b>	
Undertake the formal responsibilities required for assigned regulated designations on behalf of the service`	<p>All statutory duties as outlined in the relevant legislation are met.</p> <p>Constraints and opportunities posed by regulatory changes are identified and incorporated into strategic decision making.</p> <p>Response to service-related Scrutiny Committee enquiries is led effectively.</p>
Direct and lead the Highways, Traffic and Parking Service ensuring the development of strategies, policies, targets, and objectives that deliver Waltham Forest's strategic, operational and financial requirements and meet all necessary regulatory and legislative requirements.	<p>The highways network is maintained and improved.</p> <p>Local traffic management projects are designed and implemented. Capital improvements are made to the highways network through TFL and direct funding from Parking Services.</p> <p>Parking is correctly managed including the enforcement function. That innovative ways are sought for the effective delivery of the parking function.</p>
Oversees the delivery of seamless and successful services ensuring that all areas of Service deliver implementation plans that align with the overall corporate plan.	<p>Development and application of established and innovative programme and project management techniques and approaches across the Service area.</p> <p>Arrangements in place to comply with internal and external governance and best practice requirements.</p> <p>Service area is organised, structured and diligent in setting time-bound objectives and navigating roadblocks and eliminating barriers to successful attainment of those objectives.</p>
Lead and produce agreed reports for Management Board, senior Councillor and Officer stakeholders on the delivery status and performance of the service area.	<p>Development and management of designated reports in corporate style for reporting on a regular basis.</p> <p>Development and management of a suite of reports relevant for Senior Managers and Members on the position of the service.</p>
To be responsible as Lead for liaison with Central and Regional Government offices, Transport for London, the Greater London Authority and Local Authorities or	Establishment and maintenance of relationships with stakeholders / partner agencies

agencies regarding issues within the remit of the department.	
Establish excellent relationships with the senior Political Leadership, Management Board members, staff at all levels, peers, external bodies, and all stakeholders.	<p>Implementation of change through leadership, motivation and inspiration of others.</p> <p>“See things differently”, look beyond existing structures, ways of working, boundaries and organisations to produce more effective and innovative performance delivery.</p> <p>Use political judgement and astuteness in understanding and working with complex policy, and diverse interest groups.</p> <p>Manage communications within and engagement of stakeholders (internal/external) through the life cycle of the various programmes.</p>
Supervision/performance management	<p>Regular management supervisory meetings are undertaken with Heads of Service to ensure that key objectives are being delivered and to ensure staff competencies across all areas.</p> <p>Ensure that Head of Service are affectively dealing with under performance, sickness absence, disciplinary and capability issues affectively and within corporate guidelines.</p>
Out of hours working	<p>Out of hours’ work, including attendance at committee and other meetings as necessary is undertaken.</p> <p>To undertake the duties of a borough wide Silver Commander in accordance with the duty rota and undertake duties out of hours</p>
Health and safety, the (Design and Management). Regulations (CDM 2015)	Health and safety policies, procedures and CDM responsibilities are regularly reviewed and compliance with policy monitored.
To oversee the management and development of Low Hall Depot.	<p>Health and Safety is adhered to and delivery of service is achieved.</p> <p>The programme of development is monitored, and directional control provided.</p>

#### **Nature of Contacts**

- Members, the Chief Executive, Strategic Directors, Heads of Service and equivalent levels in external bodies, private sector and partner organisations to advise, discuss, challenge and influence. Establish and lead partnership working with internal / external services / organisations and liaise with national bodies.
- Manage complex political relationships. Manage relationships with key stakeholders and delivery partners including negotiation of complex political / strategic / commercial issues.
- Manage confidential, challenging and highly sensitive issues / situations, which involve significant negotiation, persuasion and influencing skills. Interaction with others and the ability to successfully influence and motivate are fundamental to the role.
- Direct line management of a Senior Management Team.

## Procedural Context

### **Reports to: Strategic Director, Neighbourhoods & Environment**

Lead and control a council service. Member of the Senior Management team of the Neighbourhood and Environment Directorate. Required to deputise for the Strategic Director as required.

- Accountable for operational and strategic implementation of decisions and direction for the service and for project / programme management for cross cutting corporate and partnership initiatives.
- Accountable for the integration of a range of professional /operational areas which are critical to the success of the organisation and for performance and service delivery across the service.
- Accountable for all budgets and income, demonstrating strong financial grip.
- Breadth of vision, strategic and innovative problem solving involves thinking within a general framework of strategic direction in situations where there are often aspects which are ambiguous, intangible or unstructured. A significant degree of evaluative judgement is required in relation to risks and issues, with the ability to identify the potential impact of a wide range of changing and potentially conflicting internal and external factors. Conclusions and decisions seize opportunities and mitigate risks.
- Direction setting, planning and prioritisation is over a number of years to ensure the service achieves its strategic goals, reviewing and adjusting to take account of the risks and opportunities presented by a changing political and regulatory environment.

## Key Facts and Figures

- Monitor and control the budget of a council service - £56 million
- Decisions will impact across own service, the wider Council and its partnerships.
- Employees directly managed will be senior management teams, each responsible for significant resources and operational service delivery.

## Resourcing

Budget Responsibilities:

- Income: £70 million
  - Gross budget: £56 million
  - Capital budget: £41 million
- Supervisory Responsibilities:** 4 heads of service, covering various service areas resulting in indirect reports of 90+ officers

## Knowledge, Skills, and Experience

- Significant senior strategic management experience, including translating organisational drivers into strategic objectives, longer term plans, new ways of working and specific outcomes, for a portfolio of services.
- Proven ability to manage a wide variety of activities across a range of professional areas of expertise and oversee their achievement of the organisation's strategic goals.
- Proven track record of accountability for significant budgets and ensuring the delivery of services within agreed resources.
- Experience in persuading a wide range of stakeholders to work together, encouraging an organisational focus on the needs of the community.

- Authority and credibility to work effectively in a political environment and establish positive relationships with Members.
- Experience of report writing and communications for a variety of audiences, demonstrating numeracy and literacy, and applying expert knowledge.
- Excellent inter-personal and team working skills, and a proven ability to motivate, enthuse and drive individuals.
- Excellent communication and presentation skills, with the ability to communicate ideas, issues, systems, and procedures successfully at all levels to a variety of audiences.
- Ability to process vast amounts of information, understands different interests, weigh options and make sound decisions quickly.

#### **Indicative Qualifications**

- Educated to degree level or relevant professional experience.

The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.