**Parking Policy, Investigation and Performance Manager**

**Grade 14**

The post holder will play a key role within the Parking service. The post holder will be responsible for managing the services interface with the public, processing parking permits, dealing with appeals and assisting with technical highway queries.

The post holder will be responsible for the delivery of their role and the corporate competencies while living and promoting the corporate values through their day-to-day work.

**Reports to:** Highways and Parking Technical Manager

**Responsibility for:**

3 FTE Investigation Manager

2 FTE Performance Officer

9 FTE Investigation Officer

7 FTE Permit and Support Officer

1 FTE Service Administrator

1 FTE Communications and Quality Assurance Co-Ordinator

2 FTE Service Delivery Officer

2 FTE Technical Support Officer

**Job Purpose:**

* Responsible for end to end process in relation to the business unit and all back office customer services.
* Management of existing and development of new policies, quality, transparency, communication, efficiency and effectiveness of business unit.
* Responsible for all organisational pillars and the performance framework of the business unit including Policy, Finance, Risk, Contracts and SLAs, HR and asset management.
* Stakeholder management and coordination.
* Direct liaison and monitoring of both policy and performance of the organisation ensuring that revenue income targets are sustained and that a quality service is provided.
* Daily liaison within the organisation to ensure that any operational difficulties are removed and that the performance of the organisation maintains high levels of quality.
* Ensuring that the organisation’s performance is measured through regular analysis of Key Performance Indicators (KPIs) and Service Delivery Indicators as defined in the performance framework.
* To manage staff to gather delivery and impact information in respect of the parking operation across the borough.
* Responsibility for monitoring service delivery, asset and risk management, and staff development.
* Responsibility for the management of the training activities across the business unit.
* To deputise in the absence of the Highways and Parking Technical Manager as and when required.

**Key Stakeholder Relationships:**

Internal: Elected Members, Council Management Team, Council staff, Enforcement Team, Colleagues in the Highways & Parking Service, Trade Union

External: Vehicle removal and other contractors, Parking customers and other local stakeholders, Statutory undertakers, Other local authorities, British Parking Association, Police and other emergency agencies, London Councils, Transport for London (TFL) and other government agencies/ departments, Members of the public

**Statutory Responsibilities:**

As set out in the council’s scheme of management and scheme of delegation the post has delegated powers and authority in line with the responsibilities detailed above.

**Political Restrictions:**

Not Applicable

**Delegated Authority:**

The post holder will be required, on occasion to deputise for the Highways and Parking Technical Manager and will represent the Council in a wide range of external multi-agency forums including those with central government and affiliated organisations.

**Other Considerations:**

You may, from time to time, be required to work outside of regular office hours including weekends and evenings to attend meetings and community events.

**Key Outcomes:**

* To ensure that representations and appeals are dealt with in an efficient and effective manner, minimising the number of official complaints received
* To maximise income across the service by managing bad debt
* Manage the Stage 1, MP and Cllr enquiries in line with the corporate standard
* Ensure that performance information is produced as and when required.
* Ensure that information is shared to improve performance
* Ensure that systems are available for use and

**Key Deliverables:**

* To manage the PCN process in as efficient and effective manner as possible, to ensure that the service is able to deliver at all times.
* To manage the permit process for residential parking and for moving traffic
* To develop process and procedures that enable the service to remain at the forefront of parking best practice
* To manage the appeals and adjudication process to minimise loss, actively identifying trends where enforcement failure/ infrastructure/ TMO issues contribute to PCN withdrawal
* Manage the budgets and share detail with the team
* To develop and deliver Policies that align with the goals of the Parking Plan and the wider Local Implementation Plan.
* To provide Technical Support services to the broader Highways and Parking Service.

**Leadership**

Provide effective and visible leadership, demonstrating the council’s Values. This includes contributing to the delivery of the council’s performance management framework.

As a team leader deliver the council’s services in accordance with our vision and strategies and within the resources allocated.

Support the Council’s Cabinet and elected Members by:

* providing advice and guidance;
* ensuring the effective implementation of its decisions;
* taking delegated decisions within the Council’s
	+ Financial Regulations; and
	+ enabling the effective scrutiny of services and decisions.

Discharge the statutory duties within the department and advise Members and the management team in relation to policies, priorities and strategies related to these matters.

Set key objectives and targets for the team in the annual Business/Service Plan and Corporate plan and ensure they are met.

Participate with the Highways and Parking Technical Manager in the general management and direction of the Service.

**General Management**

To ensure that the operational management of the team complements and implements the Council’s corporate vision, values and priorities.

Deputise for the Highways and Parking Technical Manager, where appropriate.

Ensure that the Council’s statutory responsibilities are met in all areas for which the post holder is responsible.

Be responsible for identifying the need for and preparing or directing the preparation of detailed and complex policy reviews and present reports to Cabinet, Committees, Scrutiny Sub Committees, Policy Review meetings, Departmental Management Team and multi-agency working parties recommending appropriate policy changes.

Represent the Council and/or advise Members in their role or representing the Council on private/public/voluntary/community sector forums in connection with the relevant service areas. To include presenting reports, giving advice/information or evidence as necessary.

Develop and maintain procedures to implement and promote health & safety. Liaise with Departmental and Council Safety Officers as necessary, to ensure that equipment, methods and operations comply with safe working procedures, and attend, as required, the Departmental Safety Committee. Provide regular reviews and monitoring of services, controlled with particular reference to Risk Assessment, Health & Safety and COSHH Regulations.

To manage, procure and administer contracts to deliver these services.

**Service Management / Monitoring & Coordination**

Ensure that managerial systems, procedures and documents relating to the work of the team are properly implemented, controlled and reviewed.

Promote the Council’s equalities policies, both in terms of service delivery to the community and the recruitment and training of staff and contractors.

To manage resource to best effect, flexing staff between activity as demands dictate..

To take a lead in policy development, using data and legislation as the driver for change. Work with other teams to put into effect the practical working of these policies and objectives.

Work with the Technical and Customer Relations Manager to assist with forward planning for service area.

To be responsible for the planning, implementation and monitoring of information technology use within Highway and Parking services.

To develop and maintain systems of consultation and communication with service users.

To ensure the development and maintenance of management information systems to provide effective monitoring of service provision, performance and cost effectiveness, including participating in benchmarking clubs and exercises where appropriate.

To develop proposals and plans aimed at achieving corporate policy and service objectives including identifying and evaluating new approaches and ideas to promote both quality and equality in service delivery and ensuring effective means for identifying and meeting the learning and development needs of staff.

Prepare briefs and terms for the commissioning of investigations, studies and surveys to assess the feasibility and implementation of changes in service provision.

**Contract and Financial Management**

Preparation of comprehensive contract documentation for the provision of services, evaluation of tender submissions and preparation of summary reports for consideration of contract award.

Develop and monitor contractor performance against indicators and remedial action, as required.

To be responsible for budgetary control for Parking related activity and act on potential underspend or overspend situations.

**Specific Minimum Qualifications and Expertise**

**Essential knowledge:**

* Extensive knowledge of administrative, financial and computerised systems.
* Understanding of enforcement procedures under:
	+ Road Traffic Act 1991
	+ London Local Authorities Act 1996 (as amended)
	+ London Local Authorities and Transport for London Act 2003
	+ Traffic Management Act 2004
	+ Guidelines from Association of London Government’s Transport Environment Committee, Council’s Guidelines and Customer Care standards.
	+ Road Traffic Act 1991 and London Local Authorities Act 1996 (as amended)
* Conversant with health and safety matters and have the ability to advise and implement them.
* Knowledge of permit regulations and criteria for issuing.
* Relevant knowledge and experience of the business area and knowledge of direct legislation governing parking regulation and enforcement
* Knowledge of performance management process in relation to contracts
* Management processes and procedures
* A working knowledge of local authority structures, procedures and decision making processes and the ability to operate in a politically directed environment.
* Knowledge and understanding of best value and the role of stakeholders in local government.
* Knowledge and understanding of techniques for monitoring, managing and consistently achieving high levels of performance

**Essential skills and abilities:**

* Ability to communicate in a variety of styles including the production of reports and other forms of communications on complex issues.
* Good interpersonal and presentation skills.
* Ability to influence a wide range of internal and external contacts.
* Ability to manage, motivate and develop staff.
* Innovative, with excellent leadership and organisational skills.
* Ability to work in a pressurised environment, balancing a wide range of priorities
* Financial and budgetary management skills
* Data analysis and analytical skills
* Presentation and public speaking
* Good written communication skills
* Ability to work to deadlines, prioritise and schedule targets
* Good negotiation and influencing skills
* Ability to work within specified budgetary resources.
* Ability to use IT packages and associated project management software/tools, including word processing, databases and the internet to achieve work objectives
* Ability to cope with conflicting demands and meet targets and deadlines.
* Ability to interpret and draw conclusions from a range of complex statistical and financial information.
* Ability to lead, motivate and manages services and staff.
* Ability to establish and maintain good working relationships with statutory and independent sector agencies and individuals.
* Ability to prepare business plans, taking into account departmental, corporate and external factors.
* The ability to analyse problems and develop policy solutions.
* Ability to demonstrate political awareness and sensitivity.

**Essential experience:**

* Experience at managerial level
* Operational management in parking services
* Experience of strategic contract management , including performance and relationship management
* Staff management experience
* Financial Management
* Stakeholder consultation and involvement in service delivery
* Experience of managing projects
* Experience of working effectively with elected members, directors and senior managers.
* Experience of developing and implementing strategies.
* Experience of developing complex computerised and other systems and procedures.
* Experience of successful policy development relating to parking enforcement within a framework of detailed legislative regulations.

**Special conditions:**

Willingness to vary working hours to suit requirements of the service and attendance at meetings outside core hours.

**Leadership Framework**

Our leadership framework follows the principles of a competency framework and all of our leaders are expected to demonstrate these through their application process.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing people** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

**Corporate Values**



Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values and this will be assessed using the criteria below:

**One Team:** To cross boundaries to work together towards shared goals with colleagues, partners and communities

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| --- |
| * You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

**Proud to Serve:** We strive to always do our best for the community, getting the most from limited resources and using taxpayers’ money wisely |

* You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people’s lives through engagement and you strive to get the best possible value for money for customers

**Honest and Open:** We work hard to build trust by treating everyone with honesty and integrity

* You think through who needs to understand to demonstrate and explain clearly. You take people’s views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively

**Taking Responsibility:** We encourage and support each other to take responsibility and show what we can do, learning together and recognising each other’s’ contributions

* You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions

**Valuing Diversity:** We make the most of the many perspectives that make Croydon distinctive

* You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the Council and the community demonstrate.

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