

## London Borough of Lambeth

### Job Description

<b>Job title:</b>	Parking & Enforcement Service Development Manager
<b>Grade:</b>	PO8
<b>Reports to:</b>	Assistant Director of Enforcement
<b>Division</b>	Environment
<b>Responsible for</b>	Parking & Enforcement Service Analyst x 3 PO4, Parking & Enforcement Service Development Officers x3 PO4, Senior Parking & Enforcement Compliance Officer PO3, Overall Responsibility 17 staff

#### Main Description

The Parking & Enforcement Service Development Manager will lead and manage the Service Development Team responsible for the compliance, planning, managing and implementation of parking and enforcement service developments and projects, some of high risk and complexity, ensuring they are delivered with expected outcomes and to budget. The post holder will take responsibility for service development using a solid understanding of project lifecycle delivery, technology and change management techniques whilst ensuring that the deliverables, processes and management of these projects are aligned to the service's overall business objectives.

#### Key Responsibilities

- To positively contribute to the strategic development and improvement of Parking & Enforcement Service's performance by ensuring effective delivery of its services and anticipated improvements in a timely and cost effective manner.
- To identify compliance issues and potential risks to enforcement services using in depth understanding and knowledge of enforcement policies and legislation to assess the implications and impact on service delivery and to highlight potential risks to the service such as non-compliance or damaging media attention.
- To identify opportunities for improving service delivery methods and procedures; identify resource needs; review with appropriate management staff; implement improvements.
- To take responsibility for developing improvement programmes, customer service standards, charters and training regimes through effective partnership working. To play a significant role in ensuring that Parking & Enforcement Service aspires to be recognised as the best parking service in the UK within both the public and private sector.
- To continuously improve levels of customer satisfaction through the management of suitable research methodology, and ensure that results are properly communicated throughout the service and to monitor progress of resulting improvement plans.
- To drive the marketing of the expertise of the Parking & Enforcement Service to other services within the Council, and to external Councils/organisations as a paid-for contracted service.
- To be responsible, through the effective management of the Parking & Enforcement Compliance Team, for providing a high level of quality investigations into all complaints and queries ensuring all parking Services related MEs, complaints, FOI requests and Ombudsman queries are responded to in a timely manner as set out by the Council.

- To work with the Information Governance Manager to address any Freedom of Information, Data Protection or Records management issues which may arise.
- To develop and promote a flexible and practical approach to records management ensuring the service is meeting our legal responsibilities.
- To monitor and influence the quality of customer communication across the end to end service by developing and managing regular quality audits for all of the customer contact channels.
- To work with key contacts throughout the business (including contractors/service providers) to inform the results of any mystery shopping exercises and ensures that any resulting improvement/change plans are properly communicated and actioned.
- To develop and maintain professional relationships with internal/external partner organisations to ensure that required quality standards are being delivered. To work with these partner organisations to improve service provision in response to quality audits and customer feedback.
- To provide leadership to the Parking and Enforcement Service Analysts to assess the impact of proposed changes to the delivery of the service.
- To ensure that business intelligence capabilities are developed and maintained to allow the Parking & Enforcement Service to manage and deliver policies and methodologies to support business decision making
- To oversee and manage the development and implementation of service delivery enhancements/changes; oversee testing processes and acceptance signoff.
- To identify opportunities for improving service delivery methods and procedures; identify resource needs; review with appropriate management staff; implement improvements.
- To provide leadership to the Parking and Enforcement Service Development Officers to identify new business opportunities for Parking Services, promoting the benefits of our service.
- To work with senior management and stakeholders to define the objectives, capabilities and benefits to be delivered by service development projects and ensure that priorities are in line with business priorities.
- To provide on-going assurance to the Project and Portfolio Management Boards that assigned projects are on track to deliver and meeting their performance targets/objectives, making recommendations for action needed to support or make changes in projects that are not performing and where confidence in delivery is low.
- To ensure that post-project reviews are undertaken and recorded when projects are completed and there is an auditable lessons learnt process with an emphasis on continuous improvement in place to facilitate this ongoing learning.
- To take responsibility for the management of all parking communications including maintenance of the web, makes changes to reflect new policies and procedures.
- To take responsibility for the development and review of policies and procedures in line with legislative requirements or Codes of practice.
- To represents Parking Services at Council Committees, networks, workshops, trade exhibitions and forums to promote the work, and raise the profile of, Parking Services.

### **Continuous Improvement**

- To develop and lead on an innovative and quality driven approach to service development and improvement and ensure that services are both responsive to customer and departmental needs and achieve effectiveness and efficiency in operation.
- To regularly review and update procedures and make recommendations for service improvements. Introduce any new procedures as required.
- To manage the implementation of improvement initiatives and change programmes using the Council's Project Management and Service Improvement methodologies.

- To continuously improve service quality, customer services and operational efficiency through improved working practices and procedures within the area of responsibility and across the section.
- To continuously seek ways to minimise administration within the parking operations team and minimise the incidence of complaints about service delivery.

### **Financial Management**

- To take responsibility for managing the budgets for individual projects which could be over £1m for some of the larger projects.
- To ensure all purchasing and procurement is conducted in line with the corporate guidelines with appropriate use of the Council's financial systems.

### **People Management**

- To take responsibility for the selection, development and performance of the Parking Service staff in line with the Council's HR policies
- To select and recruit staff, identify and arrange appropriate training, monitor and appraise staff performance through the Council's performance management scheme.
- To be responsible for the discipline of staff in the team at first line-management level in relation to attendance, conduct and capability. This includes maintenance of accurate employee records relating to annual leave, sickness and disciplinary matters.
- To provide supportive management to all staff through coaching and development, to ensure they are performing to agreed standards and to ensure all training needs are addressed and realistic and achievable training plans are in place for staff.
- To undertake training needs analysis and train staff, agency workers and casual employees in the required parking software packages, procedures and standards to enable them to effectively perform their duties.
- To fully participate and undertake the personal appraisal of staff, to recruit, manage and supervise staff in line with the council employment procedures.

### **Generic Responsibilities**

- To carry out the duties of the post in accordance with the Data Protection Act, the Computer Misuse Act, the Health and Safety at Work Act, and other relevant legislation, as well as Council policies, procedures, standing orders and financial regulations.
- To carry out the duties of the post with due regard to the Council's Equal Opportunities Policy, taking responsibility, appropriate to the post, for tackling racism and all other oppressive and discriminatory practices, for promoting a positive recognition of differences and community cohesion and must at all times carry out their duties with due regard to the Council's policies on equalities and the staff code of conduct.
- To take responsibility, appropriate to the post for tackling racism and promoting good race, ethnic and community relationships.
- To actively promote and uphold the Council's code of conduct, FRESH values, priorities and service standards.
- To undertake other duties appropriate to the grade as directed by management.

### **Other**

- The post holder should be prepared to work outside of normal hours, including attending evening meetings, and occasional weekend working.

**Person Specification**  
**Parking & Enforcement Service Development Manager**

It is essential that in your written supporting statement you give evidence or examples of your proven experience in each of the short-listing criteria marked Application (A)

You should expect that all areas listed below will be assessed as part of the interview and assessment process should you be shortlisted.

If you are applying under the Disability Confident scheme, you will need to give evidence or examples of your proven experience in the areas marked with a “Tick” (✓) on the person specification when you complete the application form.

	<b>Key Knowledge</b>	<b>Shortlisting Criteria</b>
<b>K1</b>	Prince 2 Practitioner or equivalent experience in project Management	A ✓
<b>K2</b>	A sound and proven knowledge of Parking, Licencing enforcement legislation, case law and best practice.	
<b>K3</b>	Thorough understanding of service development management principles.	A ✓
<b>K4</b>	An understanding of new technological developments and their potential in improving customer service processes	
<b>K5</b>	Working Knowledge of the Change Management and Six Sigma disciplines.	A ✓

	<b>Relevant Experience</b>	<b>Shortlisting Criteria</b>
<b>E1</b>	Significant experience in local government and specifically in Civil Parking Enforcement	A ✓
<b>E2</b>	At least three years management experience of operating at a senior level in a complex multidisciplinary organisation with a multi-million pound turnover including experience of budget management	A ✓
<b>E3</b>	Experience of working with external 3rd party suppliers to deliver contracted services to agreed performance levels	
<b>E4</b>	Demonstrable experience of developing effective working partnerships with internal and external stakeholders	

	<b>Core Behaviours</b>	<b>Shortlisting Criteria</b>
	<p><b>Focuses on people</b> is about considering the people who our work affects, internally and externally. It's about treating people fairly and improving the lives of those we impact. Put people at the heart of our work, after all that's our business. It's about making our processes fit people. For example</p> <ul style="list-style-type: none"> <li>• Puts staff engagement at the heart of everything we do; recognising high performance and driving positive customer experience for our citizens.</li> <li>• Always aware of how our services impact on customers and citizens with a specific focus on the needs of a diverse borough.</li> <li>• Represents the Council in a positive manner to protect the Council's reputation</li> </ul>	
	<p><b>Takes ownership</b> is about being proactive and owning our personal objectives. It's about seizing opportunities, driving excellence, engaging with the council's objectives, and furthering our professional development. For example</p> <ul style="list-style-type: none"> <li>• Leads by example, championing the Council's values.</li> <li>• Embraces new ideas and innovation and takes the lead on implementing change.</li> <li>• Takes ownership for the training needs and development across the service</li> </ul>	A ✓
	<p><b>Works collaboratively</b> is about helping each other, developing relationships, and understanding other people's roles. It's about working together with colleagues, partners, and customers to earn their respect, and get the best results. For example</p> <ul style="list-style-type: none"> <li>▪ Champions partnership working and builds high performing teams.</li> <li>▪ Understands the political environment and build relationships with Cabinet Members, Councillors and Senior Stakeholders.</li> <li>▪ Empower staff to input into the way we deliver services.</li> </ul>	A ✓
	<p><b>Communicates effectively</b> is about how we talk, write and engage with others. It's about using simple, clear and open language to establish positive relationships with others. It's also about how you listen and make yourself open to conversation. For example</p> <ul style="list-style-type: none"> <li>• Influences stakeholders through excellent communication skills, a positive and a can do approach</li> <li>• Designs the working culture through strong leadership</li> <li>• Ensures the Borough plan and priorities are communicated at all levels.</li> </ul>	

	Core Behaviours	Shortlisting Criteria
	<p><b>Focuses on results</b> is about ambition and achievement. It's about making sure we are working towards the end product and considering the effect of our service. It's about making the right impact, having the right result and changing things for the better. For example:</p> <ul style="list-style-type: none"> <li>• Sets SMART objectives to ensure clear focus and success criteria are defined</li> <li>• Understands the wider council objectives to ensure the service is delivering against them effectively</li> <li>• Manages budgets effectively to ensure value for money is achieved for the service and the council as a whole</li> </ul>	<p>A ✓</p>