

ROLE PROFILE

Role Title: Head of Highways
Service Area: Highways
Accountable to: Director Environment and Property
Grade: N **Competency Level:** 4
JE Code: JE0015

Purpose of job (outline what, to whom and why)

Provide operational vision, leadership and management of the Highways Service to deliver outcomes that align with the Council's objectives, through effective leadership of the service, proactive management of culture and systems change and delivering budgets and savings.

To lead, develop, and manage the Council's highway assets and operations services ensuring close engagement with local communities and their needs.

Support the Director: Environment and Property in delivering the Council's and Directorate's objectives through joined-up service planning of the Service's integrated multi professional teams and the flexible use of resources.

Key Objectives (list what outcomes are essential)

1	Leadership Provide leadership and direction for managers and staff by communicating the vision, objectives and values; give responsibility and authority to others to deliver agreed objectives; represent at local, regional and national forums. Promote and maintain a culture of collaborative and consultative working between services, members and external partners to maximise efficiency and effectiveness.
2	Service Planning and Development Provide direction and advise on planning and policy development; manage the development, planning and implementation of strategies, policies and plans; ensure that these are communicated effectively and implemented to meet stated objectives and core values. Provide professional and managerial advice to, and work with the Director in order to ensure the continuous development of the service. Lead on the use of business planning within the service, including the

	<p>co-ordination of the service's input into the Integrated Transport Planning Process in order to secure the systematic forward planning and development of services and schemes.</p> <p>Provide professional and managerial advice and support to the Director in negotiating, securing and managing effective partnership arrangements in order to ensure joined-up working and the consistent availability of services capable of adapting to the needs of the Milton Keynes community.</p>
3	<p>Strategic Plans and Programmes</p> <p>Lead on the development of service strategies and policies within the service area and contribute as part of the management team to corporate strategies and policies, working with colleagues in other directorates and partner organisations, such as contractors, Town and Parish Councils and Police to meet the Council's objectives.</p>
4	<p>People Management</p> <p>Provide effective leadership to managers and staff, creating a culture of empowerment and openness, ensuring effective processes are in place for recruiting, developing, appraising, rewarding and retaining staff, and promoting attendance and performance, in line with Council policy.</p>
5	<p>Communication and Customer Focus</p> <p>Implement and maintain policies and systems to inform and receive feedback (including complaints and suggestions) from councillors, residents, partners, stakeholders and employees; and to evaluate that feedback and to take appropriate action for continuous improvement. Ensure that customer-focus is promoted as a core value.</p> <p>Collaborate with colleagues to embed customer care philosophy and practices and to establish and maintain paths and processes for acquiring communities input.</p>
6	<p>Financial, Contract and Performance Management</p> <p>Undertake effective contract management processes, ensuring:</p> <ul style="list-style-type: none"> • Contractual processes are developed and followed • Performance is monitored • Value for money is achieved • Contract developments are undertaken as required • All relevant legislation is adhered to <p>Plan, recommend, monitor and review budgets, savings and activity related to the group's remit in order to manage budgets and report performance to the Director to enable effective management of the overall budget for the whole Service.</p>

	<p>Identify potential efficiency savings/gains within the service and take action to realise these in order to maintain the ongoing drive towards continuous service improvement.</p>
7.	<p>Risk Management</p> <p>Contribute to the overall management of risk, ensuring that lines of accountability are clear and well understood and systems are in place for monitoring, evaluating and managing risk to secure the reputation and physical, virtual and intellectual resources of the Council.</p>
8.	<p>Programme and Change Management</p> <p>Manage, plan and implement agreed change programmes ensuring commitment and involvement of all those affected by the changes; develop and implement effective communication strategies</p> <p>Support the Director in working with commissioners, colleagues and partners to identify future requirements and to forward plan by providing timely advice on all services and developments in relation to the best professional and corporate standards.</p> <p>Work with the Director, commissioners, partners and colleagues to support and promote the implementation of change programmes including culture change to transform service delivery and so ensure the consistent availability of services that are capable of adapting to the needs of Milton Keynes' communities.</p> <p>Lead and support the management of allocated projects, including the management of staff, consultants, contractors and service providers. Prepare reports for staff, managers of all levels and steering groups or other bodies as required. Monitor and review progress to ensure that specified projects deliver the required outcomes within agreed timescales, budget and quality standards.</p>
9.	<p>Maintaining Highways and Infrastructure</p> <p>Implement strategies and plans for the effective management of the Council's transport infrastructure, including roads, bridges and rights of way, ensuring that public services and private travel can be provided and operate effectively, access maximised and assets managed for the benefit of communities.</p>
10.	<p>Improvements to Networks</p> <p>In liaison with local communities and councillors, develop plans and implement minor improvements to networks that promote economic progress, community well-being and safety for users. Provide advice to planning colleagues on the highways and traffic implications of new</p>

	developments, to assist in the delivery of growth across Milton Keynes and facilitate the implementation of any new development and infrastructure.
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Scope (outline the size or scope of the role, direct or indirect responsibility for people, finances, resources and any special aspects of the role)

The Highways Service is the front door to Milton Keynes Council. Every resident, business and traveler uses the Council's highways service and it is the largest portfolio within the Council. It consists of over 1,100km of roads, 300km of Redway, 1158 bridges/structures, 1,900km of footways and 70,000 street lighting columns and therefore is a critical service for the Council.

The Highway Service's primary role is to ensure that the safety of the Highway Network for all current and future users. Its wide and diverse portfolio requires that the correct legal and technical advice is given to all customers and stakeholders, both externally to businesses, developers, local councils, media and residents and internal colleagues whilst ensuring that the relevant legislation is complied with and where necessary enforced.

The roles is ultimately responsible for policy development within their service area and wider policy development across the Council. This means the roles will work closely with other Heads of Service within their Service Group, corporately and with Councilors.

The role will undertake strategic long term planning across a wide range of services taking into account the managerial, legislative, regulatory and national/regional/local and political context.

You are likely to be fully professionally qualified and/or possess similar externally accredited theoretical knowledge. You will have a detailed knowledge and/or substantial experience in practical application of the managerial, legislative, regulatory and national/regional/local and political context applicable to highway services.

You will lead on a range of highway service functions and be responsible for the management of the public highway and for fulfilling the duties of the Highways Act 1980 and the Council's Network Management Duties under the Traffic Management Act 2004.

It is critical that these service functions complement each other and provide an effective highways service both internally and externally to the Council. The role will require a number of specialist and general skill sets required to deliver these functions.

The role holder will represent the services at relevant Cabinet, and Scrutiny and Audit Committees. You will also represent the Council on relevant outside

bodies, government bodies and other agencies as is appropriate to the Service.

The role holder will lead on establishing consistent practices and procedures for all highways matters for both within the service and across the Council.

The role holder will ensure, by working with the Council's Head of Transport and Head of Development Management, that the Council's Growth Agenda is actively promoted, both internally and externally, and implemented in accordance with agreed policies, strategies and action plans.

The role holder will deputise for the Chief Executive in relation to the Council's requirements under the Civil Contingencies Act 2004, emergency preparedness and implementation by representing the authority at the Thames Valley Local Resilience Forum and other stakeholders.

The role holder will work with the community and businesses to ensure a safe and sustainable highway network is provided.

The role holder will lead a team of over 70 professional, technical and administrative staff across the service and a wide range of specialist disciplines. You will have direct line management responsibility for up to 7 managers as well as being responsible for the management of the Highways Term Contract, and the commissioning of external consultants as required.

The role holder will have overall responsibility, via their respective budget managers for each service area, of an annual budget of approximately £46m together with income totaling approximately £2m. Staffing costs are approximately £4.8m.

The role will be responsible for the development and implementation of strategy across a range of services and functions which are widely disparate in nature and require their own management structure including a range of technical or professional staff. The range includes Traffic Management, Highway Licensing, Street Lighting, Highway Improvements, Highway Maintenance, Severe Weather response, Road Safety, Development Control, Adoptions of Roads, Footways and Play Areas from Developments, Bridges and Structures, New Roads and Streetworks Compliance and Community Liaison.

Work Profile (outline the main areas of responsibility and accountability and competencies)

1. Strategy

The role holder will be responsible for a number of different services including:

- NRSWA
- Traffic Management
- Highway Licensing
- Street Lighting
- Major Highway Schemes
- Minor Highway Improvements
- Highway Network Management
- Road Safety
- Development Control
- Highway Adoption
- Bridges and Structures
- Community Liaison

To deputise for the Director Environment and Property across a wide range of duties and responsibilities when required.

To initiate, develop and implement innovative and creative solutions to problem solving, manage the best use of the resources for motorists, pedestrians, cyclists, public transport and its users, and people with disabilities.

To advise the Council on the effects of relevant new or draft legislation, codes of Practice or other initiatives, publications or developments, ensuring that appropriate Councillors and other interested parties are properly briefed and advised.

To respond to national, regional and local consultation from government, statutory, private and voluntary bodies.

2. Performance

To ensure the role and responsibilities of the Services are carried out and developed satisfactorily. This includes ensuring that Council policies and decisions are implemented correctly, having due regard to financial regulations, contract procedures and standing orders of the Council, and ensuring that insurance and statutory requirements are met.

To deliver corporate performance improvement targets through a programme of continuous service improvement and effective performance, people, project, financial and contract management systems. To keep abreast and deliver the local authority agenda in particular key national and local indicators and best practice around the condition of the road network, Killed and Seriously Injured, congestion, lighting etc.

3. Service Quality

To make recommendations for policy and procedural changes etc. and ensure that decisions are implemented correctly, that all necessary approvals are obtained, and that commissioned works are carried out effectively and efficiently having regard to budgets, Standing Orders etc.

To comply with the operating procedural requirements, maintaining, reviewing, developing and improving the Service procedures, and monitoring performance output against targets and indicators.

4. Resource Management

To prepare revenue and capital budgets including savings and income, and the programming and control of expenditure, both on individual projects and on specific areas of expenditure. This involves significant total annual budget of approximately £50m

To identify every opportunity for the funding of capital projects, identifying potential schemes, and carrying out feasibility and economic appraisals, with a view to maximising funding opportunities from both the public and private sector.

To recruit, supervise and manage staff within the Service so that they are deployed efficiently and effectively. To ensure the supervision, co-ordination and planning of works across all relevant Services in the Council.

5. Culture

To support the development of a positive organisational culture that is outward looking, performance and customer focused.

6. Commitment

To attend meetings internal and external to the Council with stakeholders, which may involve working outside of normal working hours.

To undertake any other duties consistent with the basic objectives of the post and of the Service.

7. Health & Safety

To act as a senior responsible manager in the event of major incidents. This will include directing other staff, assisting the Emergency Services or being based in the Emergency Control Centre to ensure a cohesive response is given to the incident.

To provide advice and support to the Chief Executive, Directors and the Emergency Management Team in the event of a major civil emergency.

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To follow the Councils systems for the implementation of the Construction (design and management) Regulations within the Service, maintaining and reviewing monitoring systems aimed at ensuring CDM compliance.

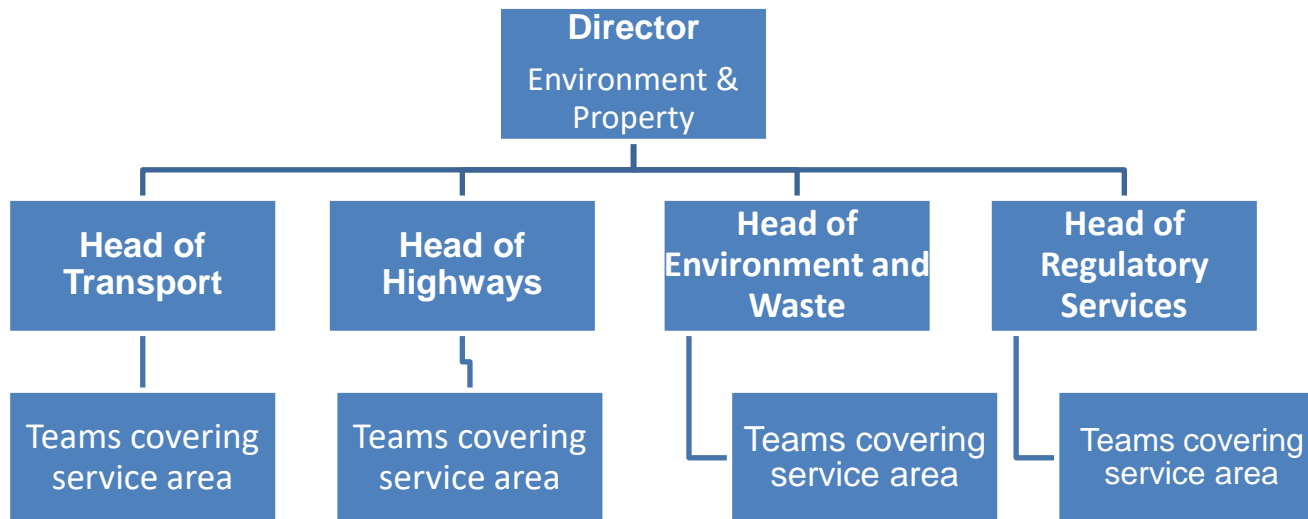
8. Technical

To ensure that relevant legislation regarding the public highway is complied with, carrying out enforcement action, gathering evidence and representing the Council in court as necessary.

To ensure that all necessary steps are taken to assist the Network Management Team to fulfil its duties under the Traffic Management Act 2004 and Highways Act 1980.

Job Context

(attach the organisation chart(s) relating to the role)



PERSON SPECIFICATION

In this section the Skills, Knowledge, Qualification and Competency requirements to perform the role to a satisfactory standard are set out. The extent, nature and level of the role holder’s knowledge and skills should be specified

- Awareness** some knowledge or skills sufficient to show aptitude and the ability to learn in the particular work area
- Significant** knowledge and skills gained through practice and/or qualification sufficient to fulfil the role requirements
- Extensive** knowledge and skills gained through practice and/ or qualification to fulfil the role requirements and contribute to training others and developing policy and practice in the work area

PERSON SPECIFICATION	Examples specific to role	Required		Level			Method of Assessment interview, testing, reference
		Essential	Desirable	Awareness	significant	Extensive	
SKILLS AND KNOWLEDGE Technical knowledge and qualifications	Knowledge or application of 2 or more of the following; NRSWA, Traffic Management, Highway Licensing, Street Lighting, Highway Improvements, Highway Network Management, Road Safety, Development Control, Highway Adoption, Bridges and Structures, Community Liaison	X				X	Interview/Applicati on Form
	Ability to manage, supervise and coordinate output from internal staff and external consultants.	X				X	
	Ability to write reports on complex strategic issues and the ability to present them to a range of audiences including elected members; stakeholders and the general public.	X			X		
	Proficient IT skills in the use of Word, Excel, Project, PowerPoint and Access.		X		X		
	Knowledge of Local Authority governance arrangements and procedures.	X				X	
Understanding of “political” dimensions and the sensitivities in	X				X		

	<p>working with and supporting elected officials.</p> <p>To hold the following relevant qualifications Degree or equivalent</p> <p>Post Graduate</p> <p>Member of recognised professional body (e.g Highways, Institute of Transport; Civil Engineering)</p> <p>Management Qualification</p>	X					
Planning and organising work	<p>Ability to manage prioritisation and programme tasks in order to deliver timely outcomes.</p> <p>Methodical and well organised with the ability to produce quality work.</p>	X				X	Interview/Form
Planning capacity and resources	<p>Ability to manage relative priorities and allocate appropriate resources to ensure deadlines are met.</p> <p>Ability to demonstrate continuing professional development.</p>	X			X	X	Interview/Form
Influencing and interpersonal skills	<p>Ability to lead on relationships building with partners and external stakeholders.</p> <p>Ability to manage the communication of ideas and strategies to a range of audiences.</p> <p>Ability to present complex issues in a rational and simple way to a range of audiences.</p> <p>Ability to apply a range of negotiation and persuasion skills to suit differing circumstances.</p> <p>Ability to represent the Council at meetings (internal, external and with Members) sometimes requiring attendance out of normal working hours.</p>	X				X	Interview/Form

PROBLEM-SOLVING Using initiative to overcome problems	Ability to interpret complex, and sometimes conflicting data, in order to develop suitable responses for the delivery of a comprehensive and inclusive service. To provide 'problem solving' solutions together with creative thinking Ability to analyse situations and identify and communicate issues and potential solutions within the management team.	X				X	Interview/Form
Managing risk	Ability to manage and undertake risk assessments of strategies and to identify and communicate mitigation measures to colleagues, partners and stakeholders.	X				X	Interview/Form
Managing change	Ability to assess and monitor internal processes and suggest changes in order to deliver continuous improvement.	X				X	Interview/Form
ACCOUNTABILITY and RESPONSIBILITY Undertakes tasks without supervision	Ability to work autonomously, managing service delivery and responding to competing requirements of a fast paced set of service areas.	X				X	Interview/Form
Managing people	Ability to demonstrate application of successful management, motivation and leadership of staff and the ability to coordinate the work of others.	X				X	Interview/Form
Managing financial resources	Budget management; monitoring and control skills.	X				X	Interview/Form

COMPETENCIES REQUIRED – All post holders must be able to comply with the Council’s core competency requirements which include communication, respect for others, customer service, drive for results, delivering the promise and continuous personal development.

SPOKEN ENGLISH FLUENCY DUTY REQUIREMENT - The ability to converse at ease with members of the public and provide advice in accurate spoken English is essential for this post.

In addition for those posts with management responsibilities the competencies will include managing self and personal skills, providing direction, facilitating and managing change, working with people, using resources, achieving results, promoting policy, values and culture, customer service and health and safety.

Other information

- able to travel to meet service delivery requirements
- available to undertake work outside of normal working hours

Signed Job holder	Signed Line Manager	Signed Director	
Print Job holder	Print Line Manager	Print Director	Date