

# Continuous Improvement Manager (Highways)

## Grade 10

### **Our Vision**

An innovative, ambitious and sustainable county, where everyone has the opportunity to prosper, be healthy and happy.

### **Our Outcomes**

We want everyone in Staffordshire to:

- Have access to more good jobs and share the benefit of economic growth.
- Live in thriving and sustainable communities
- Be healthier and more independent for longer.

### **Our Values**

Our People Strategy sets out what we all need to do to make Staffordshire County Council a great place to work, where people are supported to develop, flourish and contribute to our ambitious plans. Our values are at the heart of the Strategy to ensure that the focus is on what is important to the organisation and the people it serves:

- Ambitious – We are ambitious for our communities and citizens.
- Courageous – We recognise our challenges and are prepared to make courageous decisions.
- Empowering – We empower and support our people by giving them the opportunity to do their jobs well.

### **Directorate Purpose**

Staffordshire County Council is one of the largest local authorities in the UK with an ambitious vision for Staffordshire and its people.

Achievement of that vision will be underpinned by the support of the county council's Economy, Infrastructure and Skills directorate (EI&S).

The vision for EI&S is to help Staffordshire's economy grow, so that everyone has the opportunity of a good job and good prospects in a

beautiful, safe, accessible, vibrant, cultural, prosperous, business friendly and sustainable county.

The Highways & Built County team is a multi-disciplinary team whose purpose is to manage, maintain and sustainably improve Staffordshire's Built Environment so that amongst other things it is safe, accessible, functions well, promotes inward investment and economic growth, and supports social cohesion and healthy lifestyle choices.

This will be achieved by:

- Keeping the network in the best condition possible with resources available using asset management to enable the lowest whole life cost of asset ownership
- Supporting Staffordshire's economy to grow, generating more and better-paid jobs ensuring that work on the highway is of the required quality
- Improving customer satisfaction with Staffordshire County Council and enhance its reputation
- Ensuring that highway information required to manage and maintain the network and support asset management decisions is available, is held in the best place is accurate and of the required quality
- Taking action to reduce waste generation, re-use resources where possible, reduce energy use, increase sustainable travel, adapt to climate change already taking place and for the future
- Keeping the network safe for all users, improving network resilience and availability, providing a freer flowing network, supporting events on the highway and where issues do occur, efficiently and effectively administering claims
- Keeping our people safe from harm and empowering them to challenge convention, innovate, grow, share knowledge and deliver best-in-class services.

## About the Role

As one of our Continuous Improvement Managers (CIM) you will work as part of a team to support the Head of Highways, Business Support & Improvement function in providing guidance and support on continuous improvement activity across the Highways & Built County Service; and ensure that we are joined up in delivery. You will also take the responsibility for the delivery of a number of business-as-usual projects within the service, including policy and procedure management, project management and auditing.

The post holder will play an important role in the development, design and delivery and quality assurance of major change and improvement programmes. You will develop effective relationships with directorate colleagues, senior colleagues and partners to ensure we deliver continuous improvement the improves outcomes for our Highways service.

This is a pivotal role in ensuring we continue to improve the quality and efficiency of our services to improve the services we deliver for the people of Staffordshire.

The role involves the full project lifecycle, from design and scoping through to implementation, across a wide range of initiatives there will be an expectation to ensure and support successful adoption of new practices.

## Reporting Relationships

**Responsible to:** Highways Support Services Manager/ Head of Highways Business Support & Improvement

**Responsible for:** Highways Continuous Improvement Officer(s)

## Key Accountabilities:

1. Support the Highways Business Support & Improvement unit in the management and development of the function.
2. Lead an aspect of the development and delivery of quality assurance and improvement to ensure the service we deliver provides value for money.

3. Coach, manage and develop team members ensuring they are fully aligned and focused on delivering Directorate priorities and ensuring a culture of continuous improvement and coproduction.
4. Develop and implement the quality assurance framework in a discrete area of the Highways and the Built County Service, supporting and co-ordinating auditing, self-evaluation activity, and readiness to ensure processes are robust and evidence/data is up to date.
5. Highlight areas of positive practice to support consistency. When areas for improvement are identified, support a root cause analysis, prioritisation and plan to address findings (this may include refinement of procedures, system changes, training and communication with the workforce).
6. Complete complex analysis on priority areas to produce reports that help management to make evidence-based decisions to improve practice. This will include quantitative and qualitative data analysis, process mapping, investigating shortfalls and identifying areas for improvement and innovation in service delivery to improve outcomes.
7. Lead the development and delivery of system processes, forms, technical specifications and associated guidance. Documenting changes through the agreed change control processes and ensuring alignment with statutory reporting.
8. Use reflective learning from previous transformation, reviews and audits to improve continuous practice, performance and commissioning outcomes for Highways and the Built County.
9. Provide high challenge and support to managers and senior leaders to support continuous improvement. This includes ensuring projects are appropriately documented, evaluated and reported with risks escalated.
10. Ensure projects are well developed and managed including business case development stakeholder management, risk management, resource planning and benefits realisation. Support the development and embedding of confidence, skills and tools to foster a culture of continuous improvement that embraces best practice with a strong focus on people and cultural change across the service.

11. Ensure compliance with statutory requirements and best practise methodologies, including GDPR and regulatory compliance in all areas across the service.
12. Keep up to date with continuous improvement and project management developments, research and good practice including attending relevant conferences and seminars to ensure the service is optimally efficient.

**Professional Accountabilities:**

The post holder is required to contribute to the achievement of the Council's objectives through:

**Financial Management**

Personal accountability for delivering services efficiently, effectively, within budget and to implement any approved savings and investment allocated to the service.

**People Management**

Engaging with People Management policies and processes

**Equalities**

Ensuring that all work is completed with a commitment to equality and anti-discriminatory practice, as a minimum to standards required by legislation.

**Climate Change**

Delivering energy conservation practices in line with the Council's climate change strategy.

**Health and Safety**

Ensuring a work environment that protects people's health and safety and that promotes welfare, and which is in accordance with the Council's Health & Safety policy.





**Safeguarding**

Commitment to safeguarding and promoting the welfare of vulnerable groups.




The content of this Job Description and Person Specification will be reviewed on a regular basis.

## Person Specification


A = Assessed at Application  
I = Assessed at Interview  
T = Assessed through Test

Minimum Criteria for Disability Confident Scheme *	Criteria	Measured by
	<b>Qualifications/Professional membership</b> <ul style="list-style-type: none"> <li>A Level 6 (Degree) or equivalent, professional qualification or other evidence of considerable analytical abilities/experience.</li> <li>Qualification or experience in Project Management or Continuous Improvement (or a commitment to work towards).</li> <li>Demonstrate commitment to continuing professional development.</li> </ul>	A&I  A&I  A&I
                    	<b>Knowledge and Experience</b> <ul style="list-style-type: none"> <li>Demonstrable experience in continuous improvement and managing projects, ideally within a public sector.</li> <li>Experience of managing teams directly and through matrix management and motivating staff and colleagues to achieve maximum potential, ideally in an analytical/advisory environment.</li> <li>Experience of leading and implementing improved system design to support efficient and legislatively compliant pathways and processes.</li> <li>Project/Programme Management experience; managing change and achieving targets within prescribed timelines.</li> <li>Knowledge of public sector, or a similar working environment, policy, services, best practice and legislation.</li> <li>Knowledge and experience of deploying successful quality assurance frameworks and data quality mechanisms (including a range of quality assurance &amp; analytical tools/reports).</li> </ul>	A&I  A&I  A/I/T  A&I  A&I  A/I/T



	<ul style="list-style-type: none"> <li>• Experience in developing quality assurance reports.</li> <li>• Experience in designing training sessions, presentations, and facilitating workshops to co-design solutions with senior managers and front-line staff.</li> </ul>	<p>A&amp;I</p> <p>A&amp;I</p>
    	<p><b>Skills</b></p> <ul style="list-style-type: none"> <li>• Effective analytical and problem-solving skills with a proactive approach and the ability to identify issues and develop innovative solutions.</li> <li>• Ability to work in a complex environment and network across organizational boundaries; influencing and negotiating with others to ensure that deadlines are met.</li> <li>• Effective interpersonal skills, with the ability to engage effectively with a range of internal and external stakeholders including service users and able to work as part of a team.</li> <li>• Time management skills with the flexibility to meet tight deadlines and adapt to changing workload demands.</li> <li>• Effective written and oral communication skills including the ability to prepare and present reports and to communicate with staff/ at all levels.</li> <li>• Effective planning and project management skills.</li> <li>• Experience of using O365 and IT systems to gather, analyse and present data and information.</li> </ul>	<p>A&amp;I</p> <p>A&amp;I</p> <p>A&amp;I</p> <p>A&amp;I</p> <p>A&amp;I</p> <p>A&amp;I</p>



 Where an applicant meets the Disability Confident scheme criteria indicated by the symbol and provides evidence of this on their application form, they will be guaranteed an interview. This scheme will also apply to Care Leavers and Armed Forces/Veterans

We are proud to display the Disability Confidence Symbol, which is a recognition given by Jobcentre Plus to employers who agree to meet specific requirements regarding the recruitment, employment, retention, and career development of disabled people.

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