

Role Profile

Job Title:	Head of Passenger Transport	Directorate:	Children
Department:	Planning, Resources & Service Development	Grade:	16
		Post no.:	58046
		Location:	Perceval House
Role reports to:	Head of children's Integrated Commissioning		
Direct reports:	1 x Quality and Compliance Manager, 1 x Operations Manager.		
Indirect reports:	4 x Transport Officers, 1 x Compliance Officer and Passenger Assistants (approx.55), provider staff drivers (approx. 380) and passenger assistants (approximately 360)		

Job Description

Recruitment practices to safeguard and promote the welfare of children and/or vulnerable adults apply to this post in addition to the requirement to obtain a Disclosure and Barring Service (DBS) check.

Purpose of Role

To be the operational lead overseeing the delivery of the All-Age Passenger Transport service for children and adults with additional needs and disabilities. Lead team to deliver a high-quality customer centred approach, with robust compliance, risk assessment and contract management, while delivering logistical and commercial efficiency and value for money.

Manage the service budget, identifying and implementing strategies for achieving efficiency such as standardising and streamlining processes, optimising route and fleet deployment, making best use of technology, data, and customer insight.

Reporting robust quantitative and qualitative performance measures to monitor and evaluate the quality and value of service.

To lead on the continued development of information systems and business processes ensuring that relevant and up to date information about the service is available to inform effective deployment of resources, for management, and decision-making purposes.

Responsible for defining service needs for procurement and leading brokerage of contracts for transport services. Contributing to service planning, including needs and demand analysis, forward planning, regulatory compliance, managing the market. Participating in market engagement, development, procurement, brokering and award. Leading implementation, contract management, quality assurance and monitoring to ensure quality.

Lead the commissioning and management of 50 + external contractors to provide transport and passenger assistant (PA) services to schools, colleges, day centres for over 380 routes and 1100 passengers a day.

Ensuring effective partnership working with service users, statutory services, voluntary and private sector providers.

Responsible for to the safeguarding and welfare of children, young people and adults using transport, whilst promoting their independence.

Responsible for ensuring the service complies with the latest DfE best practise guidance and legislation.

Ensuring an effective and relevant training regime is in place for all members of the service and that initial and refresher training is logged on individual training records.

Ensuring that all service safeguarding processes and procedures are reviewed and updated on a regular basis and that a robust system is in place to ensure all service staff receive and confirm understanding of and their commitment to work in accordance with all such processes.

Ensure that handover processes are agreed with the responsible person at all drop off and pick up sites.

Key Accountabilities

- To be responsible for the development of systems and practices to ensure commissioned services are safe, effective and responsive to the needs of all service users; ensuring individual passenger travel plans and risk assessments are in place in partnership with service users and professionals.
- To be responsible for quality assurance of external providers, ensuring compliance with all relevant legislation and Council quality and health and safety standards.
- Conduct monitoring visits and develop action plans for providers; offering support and advice to provider organisations failing to meet standards and make recommendations, contingencies and exit strategies where standards cannot be achieved.
- Oversee regular monitoring and auditing of the transport service at the point of use to ensure the whole service team are delivering a safe, high quality and value for money service.
- To develop effective partnerships with all stakeholders and key contractors to promote effective collaboration, responding to feedback provided, and monitoring all contracts.
- Develop and implement core functions; including service plans and specifications, outcome monitoring frameworks. tendering, processes, contract management and compliance.
- To oversee the management of quality and risk (financial, health and safety and safeguarding) through robust monitoring and governance.

- Oversee brokerage arrangements and provide costings for Transport panel and SEN tribunals. Offer expert advice to the market and external agency staff to deliver a superior service. Ensuring contractual paperwork is checked, approved and issued to service providers in a timely manner.
- To lead on a range of communication and responses to councillors, schools, parents, and other professionals. Actively promoting customer care policies, procedures and practices with all members of the team and passenger assistants. Respond to FOI requests, complaints, Members Enquiries MP enquiries and SDARs.
- To produce monthly reports for Senior Leadership Team including progress reports against key performance indicators, efficiency initiatives and budgets, identifying variances and mitigations.
- To develop productive working relationships with colleagues across the council and with stakeholders in delivery of a service that meets the needs of users, legal duties and policies.
- To make decisions in line with the scheme of delegation on award of contract, variation to pricing arrangements and suspending or ceasing services, in consultation with commissioning team, where quality standards have not been met or a breach of contract occurs.
- To lead on all personnel matters in relation to recruitment, retention, training and performance management of staff, in accordance with the Council's Equal Opportunities policies and including trade union consultation.
- To develop effective relationships with other London Local Authorities to share best practice and benchmarking measures, exploring opportunities for collaborative working.
- To undertake other duties and responsibilities commensurate with the grading of the post as may be determined by the Council.

Stakeholder Engagement

- Foster and embed positive relationships both internally and externally across the organisation and wider systems to identify collaboration opportunities that maximise quality, reduce inequalities and ensure continuous enhancements in service delivery.

Key Performance Indicators

- To develop and implement individual service specifications in partnership with senior leadership teams in schools, commissioners and other professionals
- To deliver 'value for money' for the council ensuring that expenditure is accurate and controlled and that quality, compliance and health and safety targets are met
- To provide line management, professional supervision and development, appraisals and support to staff within the Transport Hub in line with council procedures
- To liaise professionally and effectively with all stakeholders, other departments, external partners and providers at all times

- To have robust reporting and KPI's for all service activities for forecasting and planning purposes
- To ensure a safe, effective service for all service users
- To ensure effective quality assurance and service audit checks are undertaken and accurate records are kept

Key Relationships (internal and external)

Internal

- Service Heads and Senior Managers – Children's and Adults Services
- Children and Adult Services colleagues.
- Finance, Business Intelligence, Commercial Team and Legal Services

External

- C&YP and their Families and other community members.
- Provider organisations, particularly the senior leaders in these organisations.
- Commissioning Alliance
- Schools (Governors, Heads, Senior Leadership Teams)
- Parents/Carers and Community Stakeholder Groups
- Voluntary and Community Sector organisations
- Education partnerships and organisations e.g. the Learning Partnership, Employment and Skills agencies and non-maintained and independent sector providers etc.
- Trades Unions (esp. UNISON and GMB)

Authority level

- Accountable for management of £16m annual budget
- Performance management and leadership of the team and contractors
- Development of key strategic policies, business processes and statutory consultation
- Represent the service externally

Additional Requirements

- Any other duties appropriate to the post and grade

Person Specification

System, Community, and partnership working ability, knowledge and experience are essential for this role.

Recruitment practices to safeguard and promote the welfare of children and/or vulnerable adults apply to this post in addition to the requirement to obtain an enhanced Disclosure and Barring Service (DBS) check.

Essential Knowledge, Skills and Abilities

1. Able to develop service wide approaches to ensure compliance with all current legislation, DfE best practise guidelines and Council policies and procedures.
2. Proven written, verbal and interpersonal skills and an ability to effectively communicate with a variety of stakeholders to lead, manage, influence and negotiate
3. Ability to lead a large team delivering complex operations, using own initiative and being proactive and pragmatic. Deploying resources effectively, flexibly, and adapting to meet high demand service needs.
4. Strong knowledge of and ability to identify and implement robust evidenced based procedures which ensure high levels of competence, compliance, assurance, and accountability in respect of safeguarding and health and safety to protect passengers and staff and other stakeholders.
5. Adhere to and promote the Council's Diversity and Customer Care policies, proactively identifying and addressing barriers for services users in accessing services.
6. Ability to build effective professional working relationships to secure engagement with colleagues at all levels within the Council, and externally such as service users, service providers and schools.
7. Ability to continuously improve front line high demand services, using technology and innovative approaches and develop and deliver sound business processes, practice, and governance to deliver high-quality provision.
8. Ability to produce detailed service agreements and specifications ensuring effective, value for money and quality assured services.
9. Ability to analyse management information, contract performance and statistical information for operational planning and strategic purposes, identifying key success factors and offering practical and pragmatic solutions.
10. Working in an environment that demands attention to detail in relation to ensuring all staff are provided with appropriate relevant training and continual personal development to ensure the service meets the highest standards of service excellence, safeguarding.

Essential Qualification, Experience and Registration/s (e.g. SWE)

1. Substantial direct experience working at a senior level and managing a diverse, front line high demand team. Ideally able to demonstrate experience in a role with significant safeguarding responsibilities.
2. Direct experience of producing, continually improving and using management information to inform high quality service delivery
3. Experience of contract administration and negotiation with service providers to deliver excellent service and best value.

4. Demonstratable experience of effectively monitoring contractors to ensure safe service delivery.
5. Level of education that demonstrates a high level of literacy and numeracy

Values and behaviours

Improved life for residents	Trustworthy	Collaborative	Innovative	Accountable
• Is passionate about making Ealing a better place • Can see and appreciate things from a resident point of view • Understands what people want and need • Encourages change to tackle underlying causes or issues	• Does what they say they will do on time • Is open and honest • Treats all people fairly	• Ambitious and confident in leading partnerships • Offers to share knowledge and ideas • Challenges constructively and respectfully listens to feedback • Overcomes barriers to develop our outcomes for residents	• Tries out ways to do things better, faster and for less cost • Brings in ideas from outside to improve performance • Takes calculated risks to improve outcomes • Learns from mistakes and failures	• Encourages all stakeholders to participate in decision making • Makes things happen • Acts on feedback to improve performance • Works to high standards