

Job Family	Service Delivery
Pay Range	Grade 11
Reference	SD11
Purpose	
To provide a professional /technical service within a specialist work area that may include line management responsibilities	
Service to Customers	
<i>Accountability</i>	<i>End Result</i>
Deliver a specialist service, which meets customer / stakeholder requirements and established operational targets. Support the development of the service, using customer / stakeholder consultations to inform requirements.	Work is completed on time and to the required standards.
	Customer / stakeholder views are available to inform service development.
	Customer / stakeholder expectations are managed in relation to what can be delivered.
	Service reflects customer / stakeholder requirements / needs, within organisational constraints.
	The service is delivered to organisational requirements.
Investigate compliance / legal issues within area of responsibility including serious / complex incidents / allegations. Determine the data and tools / techniques required.	Appropriate investigation / analysis / audit techniques and tools are used according to procedure.
	The required data / evidence is clearly defined and obtained.
	Assessment of compliance / legal status is made.
Support the development of the service, including plans, targets and where appropriate, service level agreements.	Customer / stakeholder expectations are managed in relation to what can be delivered.
	Service reflects customer and stakeholder requirements, within organisational constraints.
	Legislative requirements are met.
Conduct statutory and / or complex / specialist assessments of clients' circumstances and issues to determine intervention / referral to the appropriate service.	Accurate identification of clients' eligible needs.
	Relevant responsible Authority is informed according to procedure.
	Risk to the health, safety and wellbeing of clients and the public is effectively reduced.
Plan and organise work to ensure the delivery of those aspects of the legal / statutory / regulatory service for which responsible.	Work is completed on time and to the quality and standards required.
	Changes to priorities are accommodated.
	Service reflects customer and stakeholder requirements, within organisational / regulatory constraints.
Liaise internally and externally to ensure that clients are supported and issues from own work area are appropriately represented and reported.	Clear, accurate information is collated / shared via the most appropriate channel.
	Decisions taken are informed by up to date, accurate information and legislation.
	Actions taken are appropriate to the known circumstances.
	Awareness of a range of social issues and their implications is raised.
Manage and review the progress of complex and high risk activity. Critical advisory role in activity management and determining interventions. Plan, deliver and monitor the appropriate interventions.	Provision of agreed intervention is effectively delivered / co-ordinated to support clients to the required standards.
	Third sector organisations are utilised where appropriate.
	Activity is managed in line with quality, national and legislative standards.

	<p>Actions taken are appropriate to the known circumstances</p> <p>Clients are supported to achieve their identified outcomes.</p> <p>Clients assessed needs continue to be evaluated.</p> <p>Action is taken on any risks identified.</p> <p>Advice, guidance, therapeutic interventions, and / or direct support to clients are provided.</p> <p>Implementation of statutory duties where required.</p> <p>Professional advice and guidance is sought when required.</p>
<p>Provide professional authoritative advice, guidance and support to colleagues, customers and stakeholders. Respond to and investigate enquiries / escalated complaints.</p>	<p>Professional information, advice and interpretation is provided on procedures, policy, legislation, systems, methods etc. in an accurate and timely manner.</p> <p>Problems are identified and solutions are successfully negotiated; cases are escalated as appropriate.</p> <p>Issues are managed through to a satisfactory conclusion, or escalated if appropriate.</p> <p>Risk to the Council / customers is minimised.</p> <p>Queries / complaints are investigated and assessed. All required records are kept.</p> <p>Problems are identified and solutions are successfully negotiated; cases are escalated as appropriate.</p> <p>Customers/stakeholders are satisfied or made aware of the escalation procedure that has been instigated.</p> <p>Where appropriate, customers are supported in achieving compliance and improving practice.</p>
<p>Research and evaluate current issues, developments, good practice and legislation changes in work area. Work with partner organisations as required.</p>	<p>Appropriate information sources are identified and used.</p> <p>Information is accurate and relevant. Decisions taken are informed by up to date, accurate information and legislation.</p> <p>Legal / regulatory best practice / precedent are clarified.</p>
<p>Prepare and distribute reports / recommendations / responses / other information / documentation as required. Act as witness and/or Officer of the Court when required.</p>	<p>Accurate, complete and relevant information / reports are provided for internal and/or external use.</p> <p>Issues are clearly summarised, progress, implications and outcomes are reported. Evidence based recommendations are made.</p> <p>The council's position is clearly stated.</p> <p>Customers, colleagues, stakeholders are kept informed of progress / outcomes.</p> <p>Authorised documents are issued according to procedure.</p>
<p>Ensure all required records and information are maintained correctly. Use technical knowledge and expertise to analyse information, identify areas of potential concern and recommend options / solutions.</p>	<p>Information is managed efficiently and accurately.</p> <p>Trends and issues are identified and prioritised.</p> <p>Recommendations are made.</p> <p>Accurate and meaningful reports / documentation are produced.</p> <p>Reports and plans are reviewed / updated regularly as required.</p>
<p>Assess and mitigate any risks associated with the operation of the service/facility ensuring that all stakeholders are aware</p>	<p>The proper tools, procedures and equipment are utilised.</p> <p>The safety of all stakeholders is constantly monitored.</p> <p>Risk assessments are undertaken. The proper precautions</p>

of and comply with all safety, security and statutory requirements.	are known and taken.
	Risks are identified and minimised.
	Health and Safety and other compliances are assured.
	Security of equipment / facility is maintained.
Where appropriate ensure the necessary standards relating to safeguarding best practices/protocols are effectively communicated, monitored and maintained within the area of responsibility. Manage and update the standards as appropriate to the role.	Safeguarding standards are monitored and maintained in compliance with organisational policy.
	Appropriate safeguarding training is provided.
	Safeguarding standards are reviewed and updated as required.
Business Improvement	
Support improvements in own area through recommending improvements in procedures/ process. Support the delivery of improvements in own area.	Agreed improvements are developed, delivered and evaluated.
	Stakeholder requirements and improvement targets are met.
	Changes are effectively communicated to others.
Work closely with others to clarify changing requirements. Identify, recommend and support the development and delivery of improvements. Contribute to the development and implementation of policies, procedures and systems.	Improvement opportunities and plans to achieve them are identified and recommended.
	Agreed improvements are developed, delivered and evaluated.
	Changes are effectively communicated to others.
Lead small specialist projects or improvement programmes, or contribute to the delivery of larger projects	Practical, effective solutions are developed and delivered in accordance with legislative requirements and good practice guidelines and address any relevant environmental / conservation / technical / design issues.
	Projects or project tasks are delivered to agreed specification, timescales and budgets.
	All project documentation and reports are completed correctly.
Colleagues, Self and Partners	
Participate in self-development, to improve performance at work.	Participate in the Performance Development Review process.
	Keep record of achievements.
	Undertake learning activities as required.
Manager only Responsible for the development of others.	Identify any changes that may impact upon the team / profession.
	Encourage others to make realistic self assessments of their development needs
	Skills and knowledge are developed to meet service requirements
	Actively promote the workplace as a learning environment encouraging everyone to learn from each other and from external good practice
	Assess the professional practice, of others to ensure required standards are achieved.
	Advise appropriate people of resource issues which affect learning, development and performance
Support others in their development.	Contribute to the development of others (e.g. through sharing knowledge, skills and experience acting as a coach

	or mentor, or providing feedback).
	Teaching and training is effectively developed / delivered /evaluated as required.
	Technical and procedural advice and support are given.
	Volunteers are supported and developed and are effectively engaged with the service.
Represent specialist area internally and / or externally to put Council view and respond to enquiries. Liaise with other organisations / stakeholders to share information.	Work area reputation is maintained or enhanced.
	Positive feedback is received from stakeholders
	Clear, accurate information is provided via the most appropriate channel.
	Best practice is shared.
Support partnership working within area of responsibility.	Activities which support partnership working are effectively delivered.
	Partnership teams operate effectively.
Provide support to a corporate emergency response in exceptional circumstances.	Support is provided in response to a management request which is reasonable with regard to both the job and the job holder's circumstances.
Managing Resources	
Contribute to service / business plans for area of responsibility and to wider planning activities.	Service / business plans reflect input.
Check documents, decisions and / or presentations for quality, before delivery.	All work meets the required standards
Act in accordance with all policies and procedures which apply to the job and understand the reasons for this.	All policies and procedures are complied with.
Monitor and report on delivery of service plan / performance indicators as required.	Quality, performance and / or management information is provided accurately to the required timescales.
	Supplier / delivery partner performance is monitored.
	Appropriate action is taken to address issues or escalate as necessary.
	Finance / budget are appropriately and efficiently monitored.
Ensure interventions are timely and cost effective.	Value for money is achieved.
Act in accordance with all policies and procedures which apply to the job and understand the reasons for this.	All policies and procedures are complied with.
Carry out all duties and responsibilities with reasonable care for the health and safety of ourselves and others and report any potential hazards or unsafe practices to line manager.	Work is carried out in a way that is safe and without risks to health.
Co-ordinate the day to day allocation of tasks to others, including where appropriate supporting and managing volunteers	Work is allocated and scheduled appropriately.
	Induction, training and mentoring of others are supported effectively.
	Allocated work is carried out to deadlines and to the required standards.
Assist with the preparation and submission of bids for short and long term	Funds are identified and sourced
	All documentation is completed correctly.

funding.	
Monitor and report on service standards / performance indicators /expenditure as required.	Quality, performance and / or management information is provided accurately to the required timescales.
	Supplier / delivery partner / contractor performance is monitored.
	Appropriate action is taken to address issues or escalate as necessary.
Monitor or process financial or budgetary information. Contribute to budget planning as required.	Finances / budgets are appropriately and efficiently monitored.

Required Behaviours	Required Management and Leadership Behaviours
Customer and Community Focused	
<ul style="list-style-type: none"> • Being clear, honest and unambiguous. • Understanding the needs and managing the expectations of your 'customers'/the people you serve, both internal and external. • Doing what you say you will do, when you say you will do it and communicating the outcome. • Responding to colleagues and customers appropriately; acting courteously, respectfully and positively. • Listening to people and give correct, timely responses; knowing and understanding appropriate methods of communication. 	<ul style="list-style-type: none"> • Using customer focused outcomes to define tasks and plan service delivery. • Engaging in co-production of services – ensuring the voice of the person is heard and understood in service improvements. • Communicating the rationale and impact of decisions made to those affected. • Giving consistent, timely messages to staff to enable them to relay these onto teams/customers. • Understanding and responding appropriately to the political environment; being aware of how services can support the priorities of the administration.
Effective and Efficient	
<ul style="list-style-type: none"> • Using your initiative and innovation to solve everyday problems. • Being conscious of resources including physical resources and budgets and understanding how commercial principles can be applied to your role. • Working in an agile way – working where and how it works best for the service and, as importantly, for our customers. • Engaging with the council's priorities and ensuring your service is helping to achieve them. • Prioritising and co-ordinating work for self and others (where appropriate). • Taking responsibility for your own continuous personal and professional development. 	<ul style="list-style-type: none"> • Encouraging staff to innovate and use their initiative; actively seeking out opportunities for service improvement and efficiencies. • Ensuring services operate within financial limits and applying commercial thinking to all decisions and activities. • Communicating and challenging all staff to think and act commercially. • Enabling and encouraging teams to work in an agile way as defined by the business need. • Ensuring staff can see the 'golden thread' from the corporate plan through the service plan to their own personal objectives and have protected time for their development. • Managing risk and balancing risk against the need to secure positive long-term outcomes. • Taking responsibility for the continuous personal and professional development of your team.
Working Together	
<ul style="list-style-type: none"> • Respecting others' points of view, taking time to listen and being open to change. • Being collaborative and working well with others in a spirit of trust. • Taking responsibility for your own actions and the impact they may have on others. • Putting forward your ideas to colleagues and 	<ul style="list-style-type: none"> • Being a role model for open honest relationships; providing an open environment where individuals know that their ideas and opinions matter and are appreciated. • Enabling, empowering, motivating and inspiring your team to develop productive relationships and connect with other people.

<p>managers.</p> <ul style="list-style-type: none"> Understanding the other service areas of the council and partners that may have an impact/influence on your work. 	<ul style="list-style-type: none"> Managing the performance of staff and support their health and well-being. Using a coaching methodology when managing staff/teams; creating opportunities for learning and development appropriate to their needs. Using systems thinking approaches to service improvement.
Fair and Transparent	
<ul style="list-style-type: none"> Following guidelines and processes appropriate to your role and service area and check you are using the most recent versions. Using and sharing your knowledge and expertise to provide solutions; looking to improve everyday tasks. Keeping up to date with service and wider Council developments. Checking that your decisions are based on accurate and current evidence and that records of decisions are kept. 	<ul style="list-style-type: none"> Defining and communicating what 'Good' looks like in your context/service area and then striving for continuous quality improvement. Using and sharing data and intelligence to prioritise and plan. Considering the political implications of your decisions and engage appropriately with councillors. Promoting and understanding performance management and governance frameworks.

Nature of Contacts
Colleagues, senior managers, customers, team members and / or members of the public and other stakeholders. To give specialist advice, technical support and ensure effective and safe delivery of the service. Respond to escalated and complex enquiries. Deliver presentations to informal and formal meetings.
Deal with challenging behaviour / situations or escalated complaints which involve significant persuasion and influencing skills. May involve negotiation based on legal / regulatory knowledge.
Build and maintain effective working relationships at all levels with customers, clients and partners, participating in working groups of internal and external stakeholders where appropriate.
Ability to build trust and confidence. May need to manage challenging behaviour and situations.
Interaction with others and the ability to influence and motivate may be fundamental to the role. Sensitivity, persuasiveness, negotiation and assertiveness skills are required to communicate with diverse audiences in emotive circumstances.
Consult with stakeholders to identify requirements. Communicate with others in the same field to keep up to date with developments and best practice. Communicate changes in policy and working practice to contacts.
May involve designing and / or delivering training, workshops, presentations and / or roadshows to both internal and external stakeholders
May have to appear in court / inquiries to present evidence.
Procedural Context
Able to determine how issues should be approached within area of responsibility. It is clear what the problem is, and to an extent how it should be resolved. Differing situations require solution by a choice of learned / experienced knowledge, though some may require analysis to identify an alternative solution. Recommend new procedures / improvements within work area.
Work within a procedural framework and regulatory guidelines. Agree objectives and standards to meet, within service plan. Monitor and evaluate work, ensuring all parties are informed of work progress. Exercise professional judgement in assessing stakeholder requirements, potential risk and quality assurance of service.
Work independently to co-ordinate resources to deliver work programmes within agreed timescales. Specialist knowledge and experience is required to resolve complex issues and proactively anticipate problems. Use initiative to design and develop solutions through reference to precedent and original thinking, within policy. Recommend new procedures / improvements within work area.

<p>Exercise judgement in assessing risk to clients or others and quality assurance of the service provided. Requires the ability to identify and select solutions through the application of acquired knowledge. Manage a complex and varied caseload within a framework of policy and procedures – flexibility to deal with the immediate situation and with access to professional supervision or line management for guidance. Subject to managerial control and review of results.</p>
<p>Specialist knowledge and experience is required to resolve complex issues and proactively anticipate problems. Design and develop solutions through use of practical experience, theoretical knowledge and original thinking, within policy. Recommend and develop new procedures / improvements within work area.</p>
<p>Key Facts and Figures</p>
<p>Enhanced DBS disclosure may be required</p>
<p>Mentor and support others as required to support colleagues and service delivery.</p>
<p>May monitor small capital and project budgets.</p>
<p>May have responsibility for ensuring contractors deliver to agreed standards.</p>
<p>May have responsibility for financial transactions and/or equipment/resources</p>
<p>May have delegated responsibility for procurement and project budgets.</p>

<p>Knowledge, Skills and Experience</p>
<p>Proven ability to influence based on facts and evidence, a range of audiences with differing competence and abilities. Ability to communicate one to one and with specific client groups.</p>
<p>Substantial practical experience demonstrating development through a series of progressively more demanding and relevant work roles. Relevant experience within the service area, working as part of team to meet service standards, targets and deadlines.</p>
<p>Good communication, interpersonal and presentation skills. Ability to understand and explain complex information to a range of audiences. Proven ability to negotiate with, persuade and influence others.</p>
<p>Good ICT skills including both standard Microsoft applications and specialist systems.</p>
<p>Authoritative knowledge of the specialist work area and relevant legislation, regulations, processes, systems, procedures and standards. Good knowledge of other areas of the authority relevant to the service and of wider sector / external influences. Experience of contributing to the development of procedures and practices.</p>
<p>Good planning and organisational skills, with proven ability to prioritise and co-ordinate workloads, monitor and evaluate work, to ensure deadlines are achieved.</p>
<p>Proven research, investigation and analysis skills demonstrating evidence of the ability to identify and diagnose problems/issues and develop solutions/recommendations that are both cost effective and within time constraints.</p>
<p>Excellent customer service skills, with experience of resolving escalated and complex customer queries.</p>
<p>Proven ability to build and maintain relationships and engage successfully with stakeholder community.</p>
<p>Budget management experience. Knowledge of relevant financial processes and experience or training sufficient to ensure financial processing and / or budget monitoring is completed accurately.</p>
<p>Experience of volunteer management where appropriate to the job.</p>
<p>Indicative Qualifications</p>
<p>Educated to HND, foundation degree standard or equivalent experience.</p>
<p>May require relevant certifications including evidence of fluency in English language.</p>
<p>Relevant professional/vocational qualification</p>

The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.

