

<b>Job Family</b>	<b>Service Delivery</b>
<b>Pay Range</b>	<b>Grade 13</b>
<b>Reference</b>	<b>SD13</b>
<b>Purpose</b>	
To manage and progress complex high risk cases, ensuring the co-ordination and integration of all necessary resources and organisations in order to maintain or improve and ensure the compliance / wellbeing of clients / customers / stakeholders. Work in a specialist area, providing expert advice and guidance to others.	
<b>Service to Customers</b>	
<i>Accountability</i>	<i>End Result</i>
<p><b>Manager only</b> Manage a team of staff to ensure the delivery of the specialist service for which responsible. Ensure the integration and co-ordination of operational activities to support the delivery of service in partnership where appropriate.</p> <p><b>Manager and officer</b> Manage complex work programmes / casework requiring a high level of professional expertise. Support the development and implementation of the service / business plan and associated professional strategies for the specialist area including taking professional leadership for integration and co-ordination of activities that support partnership delivery when appropriate.</p>	The service is delivered to the quality, professional and organisational standards required.
	Legal / statutory / regulatory compliance by the council / customers / stakeholders is ensured.
	Council strategies for area of specialisation are developed and delivered. Changes to priorities are managed.
	Service reflects customer and stakeholder requirements, within organisational / regulatory constraints.
	An integrated service is delivered to clients, which meets all legislative requirements.
	The service provided meets all operational requirements, within organisational constraints.
	Provision of timely practical interventions assessed as eligible for the service.
<p>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. Consult as necessary on issues with wider implications.</p>	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.
	Actions taken are appropriate to the known circumstances
	Clients are supported to achieve their identified outcomes.
	Clients assessed needs continue to be evaluated. Action is taken on any risks identified.
	Advice, guidance, therapeutic interventions, and / or direct support to clients are provided.
	Implementation of statutory duties where required.
Professional advice and guidance is sought when required.	
<p>Provide authoritative specialist advice, guidance and challenge to customers / stakeholders. Interpret the latest legislation, regulations, guidance and codes of practice. Respond to and action escalated complaints / complex issues. Intervene in disputes as required.</p>	Professional information, advice and interpretation is provided on procedures, policy, legislation, systems, methods etc. in an accurate and timely manner.
	Problems are identified and solutions are successfully negotiated; cases are escalated as appropriate.
	Issues are managed through to a satisfactory conclusion, or escalated if appropriate.
	Risk to the Council / customers is minimised.
	Queries / complaints are investigated and assessed. All required records are kept.

	Problems are identified and solutions are successfully negotiated; cases are escalated as appropriate.
	Customers/stakeholders are satisfied or made aware of the escalation procedure that has been instigated.
	Where appropriate, customers are supported in achieving compliance and improving practice.
Co-ordinate the production and distribution of reports / plans / cases / recommendations / responses as appropriate. Work with partner organisations as required. Act as witness and/or Officer of the Court when required.	Comprehensive documentation is produced, presented and distributed to the required standards and timescales.
	Reports and plans are reviewed regularly and updated as required to maintain accuracy and validity.
	Issues are clearly summarised, progress, implications and outcomes are reported.
	The legal / regulatory position is clearly stated.
Assess and evaluate complex information / situations /cases. Consult as necessary on issues with wider implications to ensure compliance with relevant regulations. Develop, recommend and implement innovative solutions. Assess and mitigate any associated risks. Co-ordinate and chair strategy discussions and case conferences where appropriate.	Situations / information are examined and evaluated from a professional standpoint and statutory / specialist assessments are undertaken correctly.
	Recommendations identify and meet client / customer / stakeholder requirements and they understand their obligations.
	Risks are identified and minimised, action is taken to mitigate against risks and the health, safety and wellbeing of clients / customers is effectively managed.
	Provision of agreed intervention is effectively delivered / co-ordinated to support clients to achieve their identified outcomes.
	Compliance with regulations / legislation is improved / achieved.
	Appropriate solutions / enforcement decisions / legal proceedings are agreed, communicated and implemented including the use of third sector organisations where appropriate.
	Assessed eligible needs continue to be monitored /evaluated. Action is taken on any deficiencies identified.
	Security of information / assets is maintained.
	Issues / cases are escalated as appropriate.
Where relevant vulnerable individuals are protected	
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.
<b>Business Improvement</b>	
Identify additional customer /stakeholder / service requirements and opportunities. Recommend innovative solutions. Lead initiatives to improve customer / community focus / business performance.	Improvement opportunities are identified and recommended.
	Agreed improvements are developed, delivered and evaluated.
	Quality of service is enhanced

	<p>Value for money and best practice are ensured.</p> <p>Stakeholder requirements and improvement targets are met.</p> <p>Standards are consistently updated in line with best practice and legal / regulatory developments.</p>
<p>Recommend, develop and implement policies, procedures, processes, and standards. Contribute to strategy development. Support the development of criteria for assessing the effectiveness of service provision.</p>	<p>Policies, procedures, processes, and standards are effectively developed, updated and implemented in line with legislation and best practice.</p> <p>Agreed improvements are developed, delivered and evaluated.</p> <p>Changes are effectively communicated to others.</p>
<p>Manage significant projects within the specialist field and / or contribute to the planning and delivery of larger programmes.</p>	<p>Practical, effective solutions and change initiatives are developed and delivered in accordance with legislative / regulatory / grant funding requirements and good practice guidelines and are successfully implemented within the service area / community / across the council as appropriate.</p> <p>Projects are delivered to agreed specification, timescales and budgets.</p> <p>All project documentation and reports are completed correctly.</p>
<p><b>Colleagues, Self and Partners</b></p>	
<p>Participate in self-development, to improve performance at work.</p>	<p>Participate in the Performance Development Review process.</p> <p>Keep record of achievements.</p> <p>Undertake learning activities as required.</p>
<p><b>Manager only</b> Responsible for the development of others.</p>	<p>Identify any changes that may impact upon the team / profession.</p> <p>Encourage others to make realistic self assessments of their development needs.</p> <p>Assess the professional practice of others to ensure required standards are achieved.</p> <p>Skills and knowledge are developed to meet service requirements.</p> <p>Actively promote the workplace as a learning environment encouraging everyone to learn from each other and from external good practice.</p> <p>Advise appropriate people of resource issues which affect learning, development and performance.</p> <p>Training and development events are commissioned and / or planned / developed / delivered / evaluated.</p>
<p>Support others in their development.</p>	<p>Changes that may impact the service / profession and the learning and development implications of these are identified.</p> <p>Contribute to the development of others (e.g. through sharing knowledge, skills and experience, acting as a coach or mentor, or providing feedback)</p> <p>Training and development events are commissioned and / or developed / delivered and evaluated</p> <p>May act as an assessor for professional qualifications.</p>

Build good working relationships with all stakeholders. Professionally represent the service area	The reputation of the service is maintained or enhanced.
	Communications are clear, well planned and effective.
	Where appropriate, support partners to implement authorised enforcement decisions and improvement notices.
	Expert advice and guidance to partners supports their achievement of required outcomes.
	Working practices are integrated and co-ordinated across partnerships to achieve improvements in service delivery.
	Partnership working groups produce valid and timely outputs.
Support <b>and develop</b> partnership working within area of responsibility.	<b>Partnership working with all stakeholders is identified and supported.</b>
	<b>Planning and service delivery is co-ordinated across partnerships.</b>
	<b>Best practice is shared effectively.</b>
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.
<b>Managing Resources</b>	
<b>Manager only</b> Manage a team of staff.	<b>The team is highly competent, effective and motivated.</b>
	Team completes all work on time and to the required standards.
	Performance and development reviews are completed to the required standards and timescales for all staff.
	Recruitment, induction, development, employee relations and all HR processes and planning are completed to the required standards and timescales.
	Effective team meetings take place to required timescales.
<b>Manager only</b> Plan and deliver the services required in the area of responsibility, ensuring compliance with all internal and external standards. Co-ordinate resources for the team. Contribute to service /business planning as required.	Plans are accurate and completed to the required timescales.
	Team objectives are developed in agreement with line manager
	Progress against objectives is effectively monitored and delivered.
	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.
	All resources for the team including, equipment, people and systems are effectively organised
	All team members comply with relevant legislation, policies and procedures.
Contribute to <b>and where appropriate deliver</b> service / business plans for area of responsibility and to wider planning activities.	Service / business plans are accurate and completed to the required timescales.
Act in accordance with all policies and procedures which apply to the job and	All policies and procedures are complied with.
	All work meets the required standards.

understand the reasons for this.	
<b>Manager only</b> Proactively manage the health and safety of others	Risks to staff and others are assessed and managed.
	Suitable health and safety instruction and training are provided.
	There is a safe working environment.
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.
<b>Manager only</b> Deliver effective budget and resource management for the area of responsibility.	Annual budget is developed in agreement with line manager.
	Agreed budget is delivered.
	Resources including, equipment, people, and systems are organised efficiently.
	Value for money is maximised.
	Commissioning issues are actioned appropriately.
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.

Required Behaviours	Required Management and Leadership Behaviours
<b>Customer and Community Focused</b>	
<ul style="list-style-type: none"> <li>• Being clear, honest and unambiguous.</li> <li>• Understanding the needs and managing the expectations of your 'customers'/the people you serve, both internal and external.</li> <li>• Doing what you say you will do, when you say you will do it and communicating the outcome.</li> <li>• Responding to colleagues and customers appropriately; acting courteously, respectfully and positively.</li> <li>• Listening to people and give correct, timely responses; knowing and understanding appropriate methods of communication.</li> </ul>	<ul style="list-style-type: none"> <li>• Using customer focused outcomes to define tasks and plan service delivery.</li> <li>• Engaging in co-production of services – ensuring the voice of the person is heard and understood in service improvements.</li> <li>• Communicating the rationale and impact of decisions made to those affected.</li> <li>• Giving consistent, timely messages to staff to enable them to relay these onto teams/customers.</li> <li>• Understanding and responding appropriately to the political environment; being aware of how services can support the priorities of the administration.</li> </ul>
<b>Effective and Efficient</b>	
<ul style="list-style-type: none"> <li>• Using your initiative and innovation to solve everyday problems.</li> <li>• Being conscious of resources including physical resources and budgets and understanding how commercial principles can be applied to your role.</li> <li>• Working in an agile way – working where and how it works best for the service and, as importantly, for our customers.</li> <li>• Engaging with the council's priorities and ensuring your service is helping to achieve them.</li> </ul>	<ul style="list-style-type: none"> <li>• Encouraging staff to innovate and use their initiative; actively seeking out opportunities for service improvement and efficiencies.</li> <li>• Ensuring services operate within financial limits and applying commercial thinking to all decisions and activities.</li> <li>• Communicating and challenging all staff to think and act commercially.</li> <li>• Enabling and encouraging teams to work in an agile way as defined by the business need.</li> </ul>

<ul style="list-style-type: none"> <li>• Prioritising and co-ordinating work for self and others (where appropriate).</li> <li>• Taking responsibility for your own continuous personal and professional development.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Managing risk and balancing risk against the need to secure positive long-term outcomes.</li> <li>• Taking responsibility for the continuous personal and professional development of your team.</li> </ul>
<b>Working Together</b>	
<ul style="list-style-type: none"> <li>• Respecting others' points of view, taking time to listen and being open to change.</li> <li>• Being collaborative and working well with others in a spirit of trust.</li> <li>• Taking responsibility for your own actions and the impact they may have on others.</li> <li>• Putting forward your ideas to colleagues and managers.</li> <li>• Understanding the other service areas of the council and partners that may have an impact/influence on your work.</li> </ul>	<ul style="list-style-type: none"> <li>• Being a role model for open honest relationships; providing an open environment where individuals know that their ideas and opinions matter and are appreciated.</li> <li>• Enabling, empowering, motivating and inspiring your team to develop productive relationships and connect with other people.</li> <li>• Managing the performance of staff and support their health and well-being.</li> <li>• Using a coaching methodology when managing staff/teams; creating opportunities for learning and development appropriate to their needs.</li> <li>• Using systems thinking approaches to service improvement.</li> </ul>
<b>Fair and Transparent</b>	
<ul style="list-style-type: none"> <li>• Following guidelines and processes appropriate to your role and service area and check you are using the most recent versions.</li> <li>• Using and sharing your knowledge and expertise to provide solutions; looking to improve everyday tasks.</li> <li>• Keeping up to date with service and wider Council developments.</li> <li>• Checking that your decisions are based on accurate and current evidence and that records of decisions are kept.</li> </ul>	<ul style="list-style-type: none"> <li>• Defining and communicating what 'Good' looks like in your context/service area and then striving for continuous quality improvement.</li> <li>• Using and sharing data and intelligence to prioritise and plan.</li> <li>• Considering the political implications of your decisions and engage appropriately with councillors.</li> <li>• Promoting and understanding performance management and governance frameworks.</li> </ul>

<b>Nature of Contacts</b>
<p><b>Senior manager, directors, members, external bodies and partners to generate and co-ordinate original ideas and policy / practice developments.</b> Respond to and advise on sensitive and complex issues. Coaching responsibility for colleagues and other stakeholders.</p>
<p>Deal with challenging behaviour / situations or escalated complaints which involve significant persuasion and influencing skills. May involve negotiation based on legal / regulatory knowledge.</p>
<p><b>Manage political relationships and may manage relations with contractors / suppliers / delivery partners. Work in partnership with internal and external services / organisations to develop and maintain joint working and where applicable, joint funding bids.</b></p>
<p><b>Professional leadership and supervision of colleagues.</b></p>
<p>Chair meetings of internal / external partners and other agencies to manage complex cases. <b>Coordinate responses from other agencies on operational issues and to deliver service in partnership. Consult with stakeholders to identify requirements. Liaise with others in the same field to keep up to date with developments and best practice.</b></p>
<p>Ability to build trust and confidence with clients, client groups, colleagues and partners. May need to manage challenging behaviour and situations which involve significant persuasion and influencing skills.</p>
<p>Interaction with others and the ability to influence and motivate are fundamental to the role. Sensitivity,</p>



persuasiveness, negotiation and assertiveness skills are required to communicate with diverse audiences.
<b>Manager only</b> Direct line management of a team or teams of staff.
<b>Procedural Context</b>
<b>Manager only</b> Responsible for managing a team and ensuring service delivery meets performance standards within an overall quality framework. Responsible for professional advice, assessments or referrals.
Expert knowledge of specialist area and a wide knowledge of the Council and interrelationships with other services areas are required. Identify and research opportunities for innovation. Be aware of current trends and the implications for specialist area.
Creative problem solving of complex issues, proactively anticipate problems and deliver solutions which enhance the quality and efficiency of services and reputation of the council. Develops policy, procedures and standards and supports strategy development. Exercises expert judgement in assessing complex stakeholder requirements, potential risk to customers or others and quality assurance of service. Provides expert advice, guidance and support to customers, colleagues and other stakeholders.
Plan over a longer period, co-ordinating partnership working activities with a range of internal services and external bodies. High level of discretion as to what is done. Impact of the role is significant both inside and outside the Council. The effects of errors could lead to significant loss of credibility, time and money.
Work is carried out to professional code of conduct and standards, within a regulatory and legislative framework. Objectives and targets are agreed in line with service plan. Manage own time and co-ordinates the work of others. Assess performance and report on outcomes and contribute to long term service planning.
Exercise professional judgement in assessing risk to clients or others and quality assurance of service. Provide expert advice, guidance and support to clients, colleagues and others. Proactively anticipate problems and develop and deliver innovative solutions which enhance the quality and efficiency of the service. Manage a large, complex / high risk caseload within a framework of policy and procedures. Make significant decisions within statutory guidelines. Subject to professional supervision, to ensure compliance with standards, regulations and procedures.
Plan over a longer period co-ordinating and supporting others (internal or external delivery partners) to develop and deliver the service. Working to broad managerial direction, with scope to exercise initiative and determine which course of action should be followed, within legal and regulatory frameworks. Manage initiatives, projects and improvement programmes within service area.
Expert knowledge and significant experience is required to resolve complex issues and proactively anticipate problems. Design and develop solutions based upon significant experience, theoretical knowledge and original thinking, within policy which ensure compliance with legal / regulatory requirements and enhance the quality and efficiency of the service. Flexible and adaptive, to respond to a range of situations, evaluate alternatives, generate options and contribute to policy, service and strategy development within specialist area.
<b>Key Facts and Figures</b>
Manager only Manage a team <b>or teams</b> of staff <b>that may include managing project teams.</b>
Depending upon the role an enhanced DBS disclosure will be required.
Mentor and support others as required to support colleagues and service delivery.
May have responsibility for <b>monitoring, reconciling and controlling significant</b> financial transactions <b>/information.</b>
May manage or have delegated responsibility for procurement and project budgets.
May monitor performance statistics relating to service / sector.
May have responsibility for ensuring contractors / delivery partners deliver to agreed standards.

<b>Knowledge, Skills and Experience</b>
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.
<b>Significant relevant experience managing service delivery in a similar environment, with expert knowledge of the service area, the authority and wider sector / external influences.</b>
Strong and demonstrably effective 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 <b>in complex or politically sensitive situations.</b>
Good ICT skills including both standard Microsoft applications and specialist systems.
<b>Expert</b> knowledge of the specialist work area and relevant legislation, regulations, processes, systems, procedures and standards. Wide reaching knowledge of other areas of the authority relevant to the service and of wider sector / external influences. Experience of contributing to the <b>design and development of strategies,</b> procedures and practices.
<b>Manager only</b>
Proven ability to manage, develop and motivate a multi-disciplinary team/s of professional and/or vocationally qualified and support staff. Budget, financial assessment (where relevant) and contract management experience. Experience of representing the work area in a professional / legal capacity.
Strategic planning and organisational skills, with proven ability to prioritise and co-ordinate workloads, monitor and evaluate work, to ensure deadlines are achieved.
Experience of multi-disciplinary and partnership working and awareness of the issues involved. Experience of chairing meetings and leading working groups.
Excellent planning and organisational skills to manage a <b>complex multiple workload, prioritise and set deadlines and cope with conflicting and changing demands.</b>
<b>Indicative Qualifications</b>
May require relevant certifications including evidence of fluency in English language.
Educated to degree standard or equivalent.
Relevant professional / vocational qualification

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.