



HM Courts & Tribunals Service

**Her Majesty's Courts and Tribunals Service
Sub Cluster level**

Job Title: Delivery Manager

This is a general job description covering the likely scope of work of the post holder.

Pay Span or equivalent: Band C

Background

The Tribunals Service and Her Majesty's Court Service were integrated into a single Agency, Her Majesty's Courts and Tribunals Service on 1st April 2011. Bringing these two organisations together has removed duplication in management functions and increased the efficiency of the administration, which has enabled HMCTS to reduce what it spends away from the front line substantially.

Consequently, there are high expectations of all staff regardless of the job they do and high performance is expected from everybody. The organisation is continuously adopting new or better ways of working to ensure that it focuses on just that which is essential.

Band C staff will need to display a commitment to four key principles: Continuous change, continuous improvement (CI) principles, managing uncertainty and improving performance. All those appointed to new roles in HMCTS must be wholeheartedly committed to these principles and evidence this in their application.

Overview

As a new organisation HMCTS is embarking on a period of significant change. Strong leadership is a critical element in this being successful. As a manager within HMCTS the jobholder must provide clear direction and focus, visibly championing the changes which deliver greater efficiencies. The Regional Delivery Directors expect all managers in the clusters to operate in a culture of openness and honesty, demonstrating a commitment to change through involvement and empowerment, and by delivering results.

The key purpose of the role is to

- Support the Cluster Manager and Cluster Operations manager by being responsible for managing functions within the cluster.

Key responsibilities

- Deliver a consistent and customer focussed service
- Ensure effective deployment of resources to meet operational needs.

- Ensure the delivery of cluster performance management objectives.
- Act as Responsible Officer as required.

Operations	<ul style="list-style-type: none"> • Maintain effective working relationships with the judiciary, supporting agencies, voluntary and user groups. Working with agencies to improve the level of service offered to users. • Provide direction and close support to local managers, setting local priorities which are consistent with the business plan • Lead Staff Forums as part of employee engagement activities to effect good working relationships with staff and to improve service delivery and staff morale / motivation • Ensure that team targets are met and resources are managed to deliver highly effective performance. • Identify process improvements, understanding and managing associated risks; building on team strengths to deliver business outcomes. • Ensure that Governance, risk management registers and contingency plans are in place and updated annually/monthly. • Ensuring compliance with HMCTS values, policies and procedures (including diversity, attendance and discipline, HMCTS Assurance Programme). • Ensure that local training needs are identified, assessed and training is delivered. • Perform Responsible Officer duties. This may include any of the following activities: <ul style="list-style-type: none"> ○ Identify and implement solutions to local problems ○ Ensuring IT/Workstation compliance at all times ○ Ensure compliance with health and safety requirements ○ Ensuring Risk Assessments take place at appropriate times ○ Maintenance of an up to date Asset Register ○ Ensure any issues regarding level of service for Estates Facilities Management are escalated to MoJ Estates ○ Constructively manage complaints within set timescales, and ensure corrective action taken where necessary. • Apply CI principles, tools and techniques to working practices to improve efficiency of operations. •
Managing casework	<ul style="list-style-type: none"> • Working with managers and staff to develop team plans which form part of the overall business plan for the cluster. • Setting local priorities and objectives within the context of national/regional strategies and plans.
Analysis	<ul style="list-style-type: none"> • Identifying and implementing solutions to local problems, referring more complex problems to the Cluster Operations Manager
Communicating with the public, the judiciary, other court & tribunals users and representatives of other agencies and organisations	<ul style="list-style-type: none"> • Maintain effective liaison with judiciary, user groups and representative organisations. • Thinking beyond own area of responsibility, considering wider policy and organisational implications of issues. • Develop local communication plans which meet the needs of the target audience.

Representation	<ul style="list-style-type: none"> Representing the function you have been assigned to at an operational level
Team leadership	<ul style="list-style-type: none"> Provide operational leadership to managers and staff and role model engaging behaviours. Provide coaching to support and develop staff, guiding them through a substantial and significant change. Ensure you and your managers support the ongoing use of TIB's and SOP's and empower and develop staff to achieve the highest performance standards. Ensure the application of MoJ HR policies and procedures.
Specialisms	<ul style="list-style-type: none"> To have a comprehensive knowledge of functions undertaken within the Cluster, to support the development and review of policies and procedures. To provide specific functions as directed by line management in line with the SOP for providing that service.
Financial Authority	<ul style="list-style-type: none"> Ensure effective deployment of resources to live within the allocated budget.
Accountability	<ul style="list-style-type: none"> Reporting to the Cluster Operations Manager / Cluster Manager.

Other duties

The post holder is required to work in a flexible way and undertake any other duties reasonably requested by line management which are commensurate with the grade and level of responsibility of this post.

Key Civil Service Competencies

You will be required to provide evidence of the following key competencies at Level 3.

Changing and Improving	<ul style="list-style-type: none"> Find ways to improve systems and structures to deliver with more streamlined resources. Regularly review procedures or systems with teams to identify improvements and simplify processes and decision making. Be prepared to take managed risks, ensuring these are planned and their impact assessed. Actively encourage ideas from a wide range of sources and stakeholders and use these to inform own thinking. Be willing to meet the challenges of difficult or complex changes, encouraging and supporting others to do the same. Prepare for and respond appropriately to the range of possible effects that change may have on own role/team.
Making Effective Decisions	<ul style="list-style-type: none"> Make decisions when they are needed, even if they prove difficult or unpopular. Identify a range of relevant and credible information sources and recognise the need to collect new data when necessary from internal and external sources. Recognise patterns and trends in a wide range of evidence/data and draw key conclusions. Explore different options outlining costs, benefits, risks and potential responses to each. Recognise scope of own authority for decision making and empower team members to make decisions. Invite challenge and where appropriate involve others in decision making to help build engagement and present robust recommendations.

Leading and communicating	<ul style="list-style-type: none"> • Take opportunities to regularly communicate and interact with staff, helping to clarify goals and activities and the links between these and Departmental strategy. • Recognise, respect and reward the contribution and achievements of others. • Communicate in a succinct, engaging manner and stand ground when needed. • Communicate using appropriate styles, methods and timing, including digital channels, to maximise understanding and impact. • Promote the work of the Department and play an active part in supporting the Civil Service values and culture. • Convey enthusiasm and energy about their work and encourage others to do the same.
Building Capability for All	<ul style="list-style-type: none"> • Identify and address team or individual capability requirements and gaps to deliver current and future work. • Identify and develop all talented team members to support succession planning, devoting time to coach, mentor and develop others. • Value and respond to different personal needs in the team using these to develop others and promote inclusiveness. • Proactively manage own career and identify own learning needs with line manager, plan and carry out work-place learning opportunities. • Continually seek and act on feedback to evaluate and improve their own and team's performance.
Managing a Quality Service	<ul style="list-style-type: none"> • Make effective use of project management skills and techniques to deliver outcomes, including identifying risks and mitigating actions. • Develop, implement, maintain and review systems and service standards to provide quality, efficiency and value for money. • Work with team to set priorities, goals, objectives and timescales. • Establish mechanisms to seek out and respond to feedback from customers about service provided. • Promote a culture that tackles fraud and deception, keeping others informed of outcomes. • Develop proposals to improve the quality of service with involvement from a diverse range of staff, stakeholders or delivery partners.
Delivering at Pace	<ul style="list-style-type: none"> • Successfully manage, support and stretch self and team to deliver agreed goals and objectives. • Show a positive approach in keeping their own and the team's efforts focused on the goals that really matter. • Take responsibility for delivering expected outcomes on time and to standard, giving credit to teams and individuals as appropriate. • Plan ahead but reassess workloads and priorities if situations change or people are facing conflicting demands. • Regularly monitor own and team's work against milestones or targets and act promptly to keep work on track and maintain performance. • Coach and support others to set and achieve challenging goals for themselves.

Operational Delivery in HMCTS

This role is part of the Operational Delivery Profession. Operational delivery professionals are the outward face of government, providing essential services to the public in a variety of roles. They work in many different departments and agencies across the breadth of the UK, delivering service to customers in

- Face-to-face roles in HMCTS for example a court usher
- Contact Centre roles in HMCTS for example call centre advisers
- Processing roles in HMCTS for example Staff at the County Courts Money-Claims Centre and Courts and Tribunal Administration

Being part of the operational delivery profession means belonging to a cross-government community of people. This will offer you access to information on professional standards, skills development and qualifications to help you continue to improve your development and performance and expand your career options.