



# HM Courts & Tribunals Service

## Her Majesty's Courts and Tribunals Service

### Directorate: Courts & Tribunals Development Directorate

### Job Title: Service Manager (2 roles – Video Hearings and Flexible Operating Hours projects)

### Pay Span or equivalent: Band A

### Duration: 2 year Fixed Term Contract

### Location: London (102 Petty France, SW1H 9AJ)

### Salary: £52,064 - £70,356

*This position is available for external applicants as well as existing civil servants on level transfer or promotion. New recruits to the Civil Service joining MoJ are expected to join at the band minimum, other than in very exceptional circumstances.*

It is an extremely exciting time in HM Courts and Tribunals Service. We are undertaking an extensive Change Programme aimed at delivering pioneering justice services that better serve the public. With over £1 billion of funding this is the most ambitious programme of its kind in the world.

We aim to create a courts and tribunals system which is just, proportionate and accessible, with the needs of its users at its heart. The programme includes modernising the court estate and our buildings, utilising the latest technology to digitise services where appropriate, and speeding up and streamlining working practices. We will provide a better experience for all our service users, many of whom have vulnerabilities.

The Programme is ambitious and we need resilient, resourceful and adaptable people to make it happen. This is an opportunity to gain fantastic experience in a major transformation programme, develop a range of effective business skills and play a key role in how justice is delivered.

Can you deliver in a fast-paced environment that is changing constantly? Does developing pioneering new ways of working, focussed on the end-user, excite you? If so, please read on and apply today.

### Service Manager (Video Hearings project)

The Video Hearings project is a high profile project in the Change Programme that will introduce fully video hearings as an alternative option for holding certain court and tribunal hearings. A fully video hearing is one where all the parties are joined to the hearing via a bespoke video service, which the project is designing, testing, and delivering. This service is unique. The project is of significant interest to the judiciary, legal professions, court users and a wide range of stakeholders and organisations with an interest in how court and tribunal hearings take place.

As a strategic leader, working under the direction of the Service Owner, your primary responsibility as Service Manager will be to lead the design and development of the Video Hearings service. You will resolve complex challenges around service scope and design, and strategic alignment with wider objectives and priorities across the Programme. You will provide clear direction and leadership, and represent the project in a range of governance and departmental fora and with wider stakeholders, presenting and responding to challenge on the project's vision and progress. You will liaise with independent researchers and build relationships with nominated judiciary involved in the project, and with government departments, legal professionals, and others who use the courts. You will be responsible for ensuring collaborative co-design with partners and stakeholders, facilitating workshops and identifying user needs.

You will work closely with a senior project manager and with a technical delivery manager, jointly leading a large and multi-disciplinary team responsible for design, software development, business process design, and iterative testing. You will be responsible for line managing a Band B deputy service manager / product owner, and a Band B service transition manager.

You will be experienced and skilled in strategic thinking and problem-solving, confident in working through complex issues. You will be an excellent communicator and have experience of complex stakeholder relations. You will be confident in leading through ambiguity in a complex and fast-paced environment.

### **Service Manager (Flexible Operating Hours project)**

Flexible Operating Hours is a high-profile project in the Change Programme that will test and evaluate whether operating court and hearing rooms at different hours increases their utilised capacity and whether they result in improved access to justice for court users. The project is of significant interest to the judiciary and to the legal professions and a key focus of the service manager role is engagement with the judiciary and external stakeholders.

As a strategic leader, working under the direction of the Service Owner, your primary responsibility as Service Manager will be to lead the design and development of flexible operating hours. Two pilots will be conducted and independently evaluated in 2019. You will lead this work, providing clear direction and a focus on understanding the impacts for all participants. In doing so you will work closely with Local Implementation Teams in the pilot sites and HMCTS leaders, and with a range of internal and external stakeholders.

You will work closely with a senior project manager to support delivery. You will also be responsible for line managing a Band B Deputy Service Manager.

You will be skilled at effective stakeholder engagement, and maintain excellent relationships with external stakeholders, and with the judiciary. You will be confident in working through complex issues, taking account of differing perspectives and priorities, and dealing with challenge. You will have excellent communication and influencing skills, and the ability to work at pace in a fast-moving environment.

### **Further information**

These roles offer exciting opportunities to deliver high-profile projects which aim to improve the experience of court users, and to develop change management skills while working within one of the largest reform programmes in government. You will be based within a highly motivated team who recognise the importance of the diversity, skills and the experience we all bring. ***To discuss the roles, please contact Rosemary Rand, Deputy Director ([rosemary.rand@justice.gov.uk](mailto:rosemary.rand@justice.gov.uk)).***

### **Key Responsibilities:**

<b>Service Design</b>	<ul style="list-style-type: none"> <li>• Own the detailed design of flexible operating hours (working closely with local implementation teams on the pilots)</li> <li>• Locate this within the wider landscape of the change programme, ensuring strategic fit, and working with other service managers and projects to ensure co-ordination</li> <li>• Maintain a focus on the end-user and the intent of the change programme to deliver a fair, proportionate and accessible courts and tribunals system</li> <li>• Ensure an effective evaluation framework is in place for flexible operating hours, to enable understanding of the impacts and implications of flexible operating hours on all court users</li> <li>• Maintain robust and effective arrangements to ensure appropriate dialogue with all interested parties to inform development of the service</li> </ul>
<b>Relations and Collaboration</b>	<ul style="list-style-type: none"> <li>• Develop and maintain constructive relations with all programme and project stakeholders. Actively involve partners to deliver a business outcome through collaboration that achieves better results for citizens. Seek constructive outcomes in discussions, challenge assumptions but remain willing to compromise when it is beneficial to progress</li> <li>• Deliver effective communications and engagement using stakeholder and communication plans</li> <li>• Encourage contributions and involvement from a broad and diverse range of staff by being visible and accessible</li> <li>• Act alone and with senior colleagues in frequent representation of relevant service with stakeholders on programme and project matters.</li> <li>• Operate as the link between headquarters and those affected by the programme / projects in HMCTS operations and other partners.</li> <li>• Understand commercial requirements and able to build commercial relationships as appropriate</li> </ul>
<b>Resolution of Complex Problems</b>	<ul style="list-style-type: none"> <li>• Identify and manage issues which may impact or be impacted by the project and programme. These may be within HMCTS, the wider MOJ or across government</li> <li>• Formulate and approve plans and strategies for addressing issues, having considered and evaluated the pros and cons of alternative options</li> </ul>

	<ul style="list-style-type: none"> <li>• Use influencing and persuasion skills as required with internal and external stakeholders</li> <li>• Direct and draw on the expertise of others to identify and implement innovative solutions for new and unusual challenges.</li> <li>• Provide authoritative advice to senior colleagues on issues and proposals to address them</li> <li>• Apply sound judgement and decision making to complex situations, often under the pressure of time, quality and commercial imperatives</li> <li>• Ensure decision-making is subject to appropriate governance procedures</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• Act as a role model, displaying leadership behaviours in accordance with HMCTS values.</li> <li>• Work collaboratively and respectfully with others within and without the organisation. Be open and inviting of the views of others and respond, resisting pressure where appropriate.</li> <li>• Ensure clear objectives of team members, lead others through a period of cultural change, and actively encourage and develop staff.</li> </ul>

*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.*

#### **You will work closely with:**

- HMCTS and Ministry of Justice staff
- Members of the judiciary
- Project and programme senior responsible owners
- Project and programme managers and the wider change team
- Customer and supplier representatives
- Stakeholders and users in the justice system

#### **Essential Criteria**

- Experience of owning and developing Service Design models, with a focus on strategic fit and end users
- Exceptional internal and external senior stakeholder engagement skills, including evidence of influencing and negotiating skills
- Experience of developing plans and frameworks to support delivering co-ordinated change into business as usual
- Experience of identifying and resolving problems, gathering and analysing information to ensure solutions address complex issues in the round
- Providing direction and leadership, whilst working collaboratively with others and displaying behaviours in accordance with MOJ / HMCTS values
- Maintaining robust working relationships through regular dialogue, contributions and engagement with internal / external colleagues and stakeholders
- Demonstration of understanding of governance and accountability within the HMCTS context

#### **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.

#### **Application**

In completing your application, you will be asked to complete an “Overall Statement of Suitability”. Here, you will need to demonstrate (in a maximum of 750 words) that you have the experience required in developing and delivering high profile services, ideally within a Programme environment; that you are committed to developing services that are based on the needs of the end recipient as well as the needs of those who administer the services provided; that you can thrive in an environment that is changing constantly and deal with uncertainty. We are also looking for specific experience in relation to the ‘Essential Criteria’. **Please attach the “Overall Statement of Suitability” to your CV.**

#### **Fixed Term Appointment**

This appointment will be made on a fixed term basis, due to the time limited nature of the Reform Programme.

For existing civil servants, whilst the role itself is time limited, at the end of the fixed term period, you will retain your permanent status but will be placed on the re-deployment register if you have not secured a new role.

Secondments and loans will be considered on an individual basis.

#### **Flexible working options**

HMCTS offers a flexible working system in many of its offices.

**Job Sharing and Reduced Hours**

All applications for job sharing or reduced hours will be treated fairly and on a case by case basis in accordance with the MoJ's flexible working policy and equality policy.

**Excess Fares and Relocation Allowances**

This job is not eligible for relocation allowances but excess fares may be considered in accordance with MoJ's excess fares allowance policy.

**HMCTS offers a range of benefits****Annual Leave**

Generous allowances for paid holiday starting at 25 days per year, and rising as your service increases. There is also a scheme to allow qualifying staff to buy or sell up to three days leave each year. Additional paid time off for public holidays and 1 privilege day. Leave for part-time and job share posts will be calculated on a pro-rata basis.

**Pension**

The Civil Service offers a choice of pension schemes, giving you the flexibility to choose the pension that suits you best.

**Training**

HMCTS is committed to staff development and offers an extensive range of training and development opportunities

**Reward & Recognition Scheme**

Potential to secure up to £2,500 per financial year from individual / team awards for exceptional performance

**Support**

- A range of 'Family Friendly' policies such as opportunities to work reduced hours or job share.
- Access to flexible benefits such as salary sacrifice arrangements for childcare vouchers, and voluntary benefits such as retail vouchers and discounts on a range of goods and services.
- Paid paternity, adoption and maternity leave.
- Free annual sight tests for employees who use computer screens.