

Job Title: Deputy Head of Operations

**Role Purpose :**

This role provides direct line management to the Query Management & Case Administration, mediation, Video Hearings and Scheduling & Listing teams within a CTSC, and reports directly to the Head of Operations. It will support the Head of Operations in the day to day running of the CTSC and will focus on the short to medium term direction and management and leadership for these teams.

HMCTS is responsible for the administration of courts and tribunals across England and Wales and non-devolved tribunals in Scotland and Northern Ireland for supporting an independent judiciary to administer and improve access to justice. The organisation has a strong emphasis on delivery and a strong customer-focus, with evidence-led performance management key to its operations. HMCTS is embarking on a period of significant change which will see the organisation transform over the next 5 years to deliver a world class justice system. Our vision is to have an efficient and effective courts and tribunals system which enables the rule of law to be upheld, and provides access to justice for all. Our Courts and Tribunal Service Centres (CTSCs) will provide the first point of access for all users of courts and tribunals, ensuring that all cases are dealt with efficiently and effectively, providing a quality service and an outstanding user experience. They will be places where user queries are dealt with fully, cases are progressed in a timely manner and will ultimately provide the administrative backbone of the courts and tribunals system.

Role Specific Details	
Business Area	CTSC Operational Support
Working Pattern	Full Time (Part Time/Job Share to be considered)
Start Date	ASAP
Location (Region, City)	Birmingham and Stoke
Grade	B
Organisation Grade for MOJ	SEO
Salary (Banding)	£30,531 - £40,488
Role Type	Strategy & Improvement

**Our inclusivity commitment:** We aim to create an inclusive organisation in which employees from all backgrounds can give their best, are treated fairly and are valued for their contribution. The Civil Service aims to be the UK's most inclusive employer. HMCTS is proud to offer the guarantee interview scheme (GIS) for candidates with disabilities who meet the minimum selection criteria in support of this aim.



# Deputy Head of Operations

Job Family Group

Job Family

Strategy and Improvement

Service Insight & Development

Job Sub-Family (if applicable)

Sub- N/A

Job Sub-Family (if applicable)

N/A

Reference number

Grade Level

Band B

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Key Accountabilities

- Support the Head of Operations in the day to day delivery of a high quality user-focused service focused on quality and timeliness in the delivery of improved services to end users. Resolving short/medium term issues using judgement and discretion, escalating any complex long-term issues.
- Responsible for the day-to-day operational performance of the CTSC, using performance data to determine priorities and action to ensure effective service delivery, to determine and set performance targets for the CTSC teams and work with the Team Leaders by advising how the targets can be met .
- Act as strong link between QMCA function and the Head of Operations to focus maximising productivity, minimising risk and effectively responding to fluctuations in demand within widely-set key parameters.
- Use available MI, data and insight (eg KPI's, user satisfaction) to make proposals to Head of Operations on improving quality and quantity in operational performance targets, team capability, and engagement.
- Take responsibility for the user-facing interactions of the CTSC, and for ensuring teams are achieving the operational targets set for quality and quantity of user interactions and level of user satisfaction with the CTSC service. Focus on improving the effectiveness of the user-facing teams and set in place measures to ensure compliance with standards.
- Take responsibility for the escalation of issues from the user-facing teams at CTSC and provide support and guidance on difficult or complex issues which cannot be resolved at lower levels or where the existing rules or protocols do not cover the situation
- Drive a performance improvement culture within CTSC as defined by Head of Operations by cascading the new ways of user-focused working and continuous improvement culture by ensuring compliance with business change, process or continuous improvement initiatives, encouraging a continuous improvement ethos across all CTSC Teams working with the Head of Service Improvement on the process or performance improvement measures needed across all CTSC teams
- Developing skills, knowledge and flexibility through a coaching culture /approach and driving performance (quality and quantity) improvement.
- Support implementation of business change and continuous improvement initiatives driven from the centre from staff/user feedback, to focus on service improvement, measuring success and using it to drive further improvement.
- Monitor the performance of the teams under their leadership and work with team leaders to keep work on track, using data and insight to identify potential issues facing the daily operation of the CTSC and develop solutions to prevent the issues from impacting on the service delivery to users and sharing these with the wider teams at local CTSC and through the appropriate channels to other CTSCs

Knowledge, Skills and Experience

- Leadership skills to visibly demonstrate and embed the new culture and ways of working for CTSC in delivering service excellence across all CTSC jurisdictions
- Knowledge of effective resource management (staff, budget and capacity) to work across with Heads of Service Improvement and Workforce Management across the CTSC on a daily/weekly basis to feed into solutions, including compliance, risk management and assurance (safety and security) in line with standard guidelines.
- People management and engagement skills to build and maintain engagement across CTSC teams, using an empowering management style and coaching approach, that motivates others to improve their performance and contribute to a positive work ethic.

Key Relationships / Contacts

Maintain effective relationships across CTSC to ensure smooth running of CTSC.

- Head of Operations** – liaise and feed into QMCA Team Leaders and work with leaders of other CTSC teams on CTSC-wide customer service & user initiatives
- CTSC - Local TU representatives** – engage on impact of people changes to, or new, processes and procedures and business initiatives at CTSC.
- CTSC – Case Directions Team Leaders** – collaboration on effective and consistent service delivery to users and seamless transition between case directions and other CTSC teams to ensure improved user satisfaction levels
- Head of Courts & Tribunal Centres / Regional teams** –collaborate to ensure seamless handoffs between CTSC and Court & Tribunals Centres, share best practice ideas on customer service/ user satisfaction, problem analysis/ resolution of issues affecting both arms of user-facing delivery.
- CTSCs operations and Operational Management** - work closely with other CTSC locations to ensure consistency of service, and Head of Service Improvement, Head of Workforce Management, Service Owners and courts and tribunal leadership to drive service improvement and ensure quality and performance KPIs are at minimum met.

Strengths

Change Agent  
Adaptable  
Team Leader  
Motivator

Focussed  
Improver  
Service

Complexity Descriptors

Problem solving

Take operational decisions about how to allocate and prioritise the work in CTSC, working in conjunction with the other Deputies to ensure consistency of service delivery working within defined limits but the role holder will have discretion to alter work processes or staff/workload allocation to achieve short-term targets and solve issues. The majority of the work will be familiar and well-established but the role holder will be expected to devise creative solutions when the CTSC is faced with new/unfamiliar issues to ensure service delivery is maintained.

Management of resources

Line management responsibility for managers of service delivery operations (likely to have span of control of 6-8) and responsible for whichever jurisdiction(s) the CTSC is leading on and determine the daily priorities for the CTSC and will work with the team leaders to improve performance and manage change within the CTSC

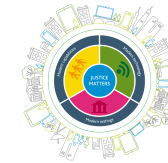
Autonomy

Day-to-day responsibility for immediate priorities and work activities at CTSC, expected to operate flexibly within the wider parameters set by the Head of Operations. In the event that there is no guidance covering specific issues, will use discretion and own judgement to make decisions about the effective running of the CTSC and only refer decisions to the Head of Ops which affect the strategy or long-term direction of the CTSC. The role holder's work will be reviewed at set intervals but these will not be frequent. In the event that two smaller CTSCs share the same Head

OFFICIAL SENSITIVE

Reference number

Role Profile ID



**The leadership attributes for the role are:**

- Proud of their purpose
- Champions and communicators
- Creating freedom within a framework
- Highly professional
- Make good decisions and solve problems
- People focused
- Resilient, determined and action-orientated

Further information and guidance can be found in your candidate pack.

**Apprenticeships:** At HMCTS we are committed to developing our people. If you are successful in securing this role you may also be given the fantastic opportunity to complete an apprenticeship and gain a nationally recognised qualification whilst being paid, at no cost to yourself.

