



HM Courts & Tribunals Service

Her Majesty's Courts and Tribunals Service

Directorate: Chief Executive's Office

Job Title: Head of Chief Executive's Office

Pay Span or equivalent: Band A

Background

Her Majesty's Courts and Tribunals Service is one of government's largest agencies, employing around 16,000 staff, with a gross annual budget of c£1.6bn, and operating across around 350 sites across England and Wales. Our work underpins justice, affecting the lives of millions every year.

We have ambitious plans in place to transform the services we offer to users of the justice system. The government is investing £1bn across our change programmes, updating and replacing its technology, speeding up and streamlining working practices, refurbishing buildings to reduce maintenance costs and providing much improved services for users. The resulting system will be designed around the needs of those who use it, including victims, offenders, legal professionals, claimants and the judiciary.

An effective courts and tribunals service is fundamental to our democracy, underpinning the rule of law. This is a unique opportunity to work at the heart of HMCTS as it undergoes a major transformation, designed not just to give our courts and tribunals a sustainable and affordable future, but to further improve how we deliver justice.

Key purpose of the role

The post holder will be responsible for managing the Chief Executive's support team in providing high quality, efficient and effective support to the Chief Executive of HMCTS. This will include preparing Ministerial submissions and briefings to ensure that the Chief Executive's views are reflected appropriately, preparing speaking notes and presentations for the Chief Executive's external and internal events and speaking engagements, and ensuring the quality of briefing received by the Chief Executive – both in support of her schedule of meetings and engagements, as well as in relation to operational incidents and developments with the HMCTS transformation programme.

The post holder will be responsible for managing relationships on behalf of the Chief Executive with the offices of Ministers and the senior judiciary, the Permanent Secretary and the HMCTS Senior Management Team as well as senior teams across the wider Department and Whitehall. The post holder will need to work effectively with external stakeholders and partners to ensure that HMCTS's priorities are driven forward and communicated effectively.

The post holder will be expected to exercise judgement, speak authoritatively and take decisions on behalf of the Chief Executive. This is a pressurised role where the post holder will work closely with senior leaders and have to work to short deadlines and regularly deal with emerging and rapidly changing high profile situations.

Key interactions and requirements will be to

- Manage an effective working relationship with the Chief Executive and the HMCTS Senior Management Team, proactively facilitating timely and high-quality delivery of key advice, briefings, papers and other products.
- Foster and manage effective working relationships with all senior managers and key staff from across HMCTS.
- Work closely with Ministers' Private Offices, Judicial Office, senior MOJ teams, SMT Directors' offices, HMCTS Communications and MoJ Press Office.

Key responsibilities

Operational management	<ul style="list-style-type: none"> Resolve complex or difficult issues, dealing with situations as and when they arise and ensuring the reputation of HMCTS is protected as far as possible. This will involve reacting to fast moving situations where the post holder will speak for the Chief Executive and ensure the agency's views are promoted. Provision of high quality, timely, accurate and clear advice/briefing to the Chief Executive and, as required, the SMT, on a wide range of issues. This requires being aware of what is going on right across the agency, so the post holder will need to understand and be able to summarise complex policy and operational issues quickly. Structure the Chief Executive's work programme in order to meet her priorities, and manage the process of tracking progress and delivery of the Chief Executive's actions. Work proactively across HMCTS teams to ensure visibility of priorities, progress and risks on the Chief Executive's behalf Ensure systems, practices and procedures operating within the Chief Executive's office reflect the continuous improvement culture and examples of good practice learnt from others.
External relations	<ul style="list-style-type: none"> Build and maintain relations with key stakeholders and act as a primary contact, facilitating positive working relationships on the Chief Executive's behalf. Draft speeches and presentations for the Chief Executive's internal and external speaking engagements Actively manage media handling issues which arise, including across social media, working closely with the HMCTS Communications team and MoJ Press Office to manage impact on HMCTS. Working with the HMCTS Communications team and MoJ Press Office, manage the impact of high-profile HMCTS announcements, leading on stakeholder engagement on the Chief Executive's behalf. The postholder will need to influence and persuade to ensure the Chief Executive's aims are met.
Representation of the Agency	<ul style="list-style-type: none"> Ensure issues are dealt with in line with the Chief Executive's views, exercising judgement on their view in their absence. Act as primary contact between the Chief Executive and wider HMCTS, MoJ central business groups, Ministerial offices, the Judicial Office and external stakeholders, whilst ensuring that the Chief Executive's attention is focused on business critical issues.
Policy	<ul style="list-style-type: none"> Drafting and quality assurance of complex and priority submissions and briefings on behalf of the Chief Executive, ensuring that they are fit for purpose for Ministers and/or the Permanent Secretary. Use relationships, judgment and understanding of the wider context to provide advice on agency activity adding value to the process and substance of decision-making. This will involve changes to handling strategies or advice offered to Ministers. Tracking and monitoring performance against work taking place across HMCTS to ensure, on the Chief Executive's behalf, that it is delivering. Providing challenge and support where this is not the case and ensuring that issues are resolved.
Team leadership	<ul style="list-style-type: none"> Line management of the Chief Executive's office team (Business Manager and PA).
Resolution of complex and difficult problems	<ul style="list-style-type: none"> Critical issue management on behalf of the Chief Executive across a range of media, stakeholder and operational matters.
Accountability	<ul style="list-style-type: none"> Reporting to the HMCTS Chief of Staff and working directly to the Chief Executive.

Essential Skills

- Ability to work at pace, resolving complex or difficult issues on behalf of the Chief Executive
- Provide high quality advice and briefing to the Chief Executive on a wide range of issues across HMCTS's remit
- Build and maintain a range of relationships with internal and external stakeholders, and act as a primary contact for the Chief Executive
- Act as a conduit between Ministerial and senior judicial offices and HMCTS to ensure that requests for briefing and information are met in a timely and accurate manner
- Work closely with colleagues in the communications team to manage high-profile announcements, media handling issues, including across social media, and internal communications on behalf of the Chief Executive

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.

Location of Post

Due to the nature of this role, the location requirement is predominantly 102 Petty France, London, although consideration will be given to requests for flexibility.

Key Civil Service Competencies

You will be required to provide evidence of the following key competencies at Level 4 (Grades 6/7).

Seeing the Big Picture	<ul style="list-style-type: none">• Anticipate economic, social, political, environmental and technological developments to keep activity relevant and targeted• Identify implications of Departmental and political priorities and strategy on own area to ensure plans and activities reflect these• Create policies, plans and service provision to meet citizens' diverse needs based on an up-to-date knowledge of needs, issues and relevant good practice• Ensures relevant issues relating to their activity/policy area are effectively fed into strategy and big picture considerations• Adopt a Government-wide perspective to ensure alignment of activity and policy• Bring together views and perspectives of stakeholders to gain a wider picture of the landscape surrounding activities and policies
Making Effective Decisions	<ul style="list-style-type: none">• Push decision making to the right level within their teams, not allow unnecessary bureaucracy and structure to suppress innovation and delivery• Weigh up data from various sources, recognising when to bring in experts/researchers to add to available information• Analyse and evaluate pros and cons and identify risks in order to make decisions that take account of the wider context, including diversity and sustainability• Draw together and present reasonable conclusions from a wide range of incomplete and complex evidence and data – able to act or decide even when details are not clear• Identify the main issues in complex problems, clarify understanding or stakeholder expectations, to seek best option• Make difficult decisions by pragmatically weighing the complexities involved against the need to act.
Leading and Communicating	<ul style="list-style-type: none">• Be visible to staff and stakeholders and regularly undertake activities to engage and build trust with people involved in area of work• Clarify strategies and plans, giving clear sense of direction and purpose for self and team• Stand by, promote or defend own and team's actions and decisions where needed• Confidently engage with stakeholders and colleagues at all levels to generate commitment to goals• Lead by example, role modelling ethics, integrity, impartiality and the elimination of bias by building diverse teams and promoting a working environment that supports the Civil Service values and code• Be open and inviting of the views of others and respond despite pressure to ignore, revert or concede

Collaborating and Partnering	<ul style="list-style-type: none"> • Actively build and maintain a network of colleagues and contacts to achieve progress on objectives and shared interests • Demonstrate genuine care for staff and others – build strong interpersonal relationships • Encourage contributions and involvement from a broad and diverse range of staff by being visible and accessible • Effectively manage team dynamics when working across Departmental and other boundaries • 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
Managing a Quality Service	<ul style="list-style-type: none"> • Exemplify positive customer service behaviours and promote a culture focused on ensuring customer needs are met • Establish how the business area compares to customer service expectations and industry best practice and identify necessary improvements in plans • Make clear, pragmatic and manageable plans for service delivery using programme and project management disciplines • Create regular opportunities for staff and customers to help improve service quality and demonstrate a visible involvement • Ensure the service offer thoroughly considers customers' needs and a broad range of available methods to meet this, including new technology where relevant • Ensure adherence to legal and regulatory requirements in service delivery and build diversity and equality considerations into plans

Delivering at Pace	<ul style="list-style-type: none"> • Get the best out of people by giving enthusiastic and encouraging messages about priorities, objectives and expectations • Clarify business priorities, roles and responsibilities and secure individual and team ownership • Adopt clear processes and standards for managing performance at all levels • Act as a role model in supporting and energising teams to build confidence in their ability to deliver outcomes • Maintain effective performance in difficult and challenging circumstances, encouraging others to do the same • Review, challenge and adjust performance levels to ensure quality outcomes are delivered on time, rewarding success
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