

ROLE PROFILE

Role Title:	Service Manager	
Role Ref:	M1/M2	
Overall Purpose of Role:	Responsible for the leadership of a Service Unit covering coordination of a number of, and/or diverse, operations in the delivery of services	

Role Specific Accountabilities

Key Areas	Key Elements
Delivering Results Delivering high quality services to the community/customer	<ul style="list-style-type: none"> • Provide the leadership that enables the Service to deliver its objectives. • Deliver results to meet the needs of the Community/Customer through effective leadership of people. • Ensure delivery of Service Plan objectives for own areas of responsibility. • Monitor, evaluate and provide feedback on the performance management of a Service Unit and take the actions necessary to achieve agreed targets. • Through the expertise available in a Service Unit Provide professional advice to ensure the Council/Service Units comply with legislation, statutory duties, and are able to make balanced decisions. • Deliver the tasks agreed annually in your performance agreement and agree with Director how any changes are to be addressed.
Managing Relationships Creating a climate that enables people to achieve business objectives	<ul style="list-style-type: none"> • Ensure relationships with Members/Directors and peers are the most effective for achieving business requirements, service delivery or Council objectives. Manage relationships with own staff to enable achievement of business requirements. • Promote and market the Service and the Council so that it is perceived in a positive way. • Protect the Council and Service Unit's interests through effective representation • Develop networks to share/exchange information/ experience/expertise/best practices to enable delivery of services. • Work with external individuals and groups to achieve Council and Service objectives. • Develop and encourage mutually beneficial internal/external working relationships. • Use internal/external relationships to get feedback on effectiveness of service delivered.
Managing Resources Utilising resources effectively	<ul style="list-style-type: none"> • Work with Directors/ and other Service Managers to ensure that the Council effectively utilises all the resources at its disposal in the delivery of the Corporate, Financial and Service Plans. • Manage all employees within the Service Unit to make the most efficient/effective use of available time and skills. • Ensure that the resources allocated to the Service Unit are utilised in the most effective and efficient manner. • Monitor and control the Service Unit's budget and ensure that action is taken where spending or income is not in line with the Council's agreed profile and capital budgets.

	<ul style="list-style-type: none"> • Make most effective use of own available time. Ensure own professional expertise and management skills are current and up-to-date. • Use other sources of information/knowledge as required to deliver objectives. • Identify/advise on potential opportunities for new technology that could facilitate better/improve service delivery. • Appoint, monitor and review the performance of suppliers, contractors, consultants, etc. • Manage partnerships to deliver services.
Managing Processes Ensuring high standards, best practice and business improvement	<ul style="list-style-type: none"> • Ensure the Council's and Service Unit policies, processes, practices and systems are of an appropriate standard, show incremental improvement, comply with legislation and/or meet the needs of the Council service. • Ensure, within own Service Unit, that all Council policies, processes, practices and systems are operated/implemented in accordance with requirements. • Review, evaluate and take the necessary action to amend policies, processes, practices and systems that lead to improved service delivery. • Review the effectiveness of other Council policies that impact on delivery of service and provide feedback directly to the owner. • Maintain effective systems for monitoring, reviewing and evaluating own performance against the Service Plan/performance agreement.
Future Focus Providing a sustainable future	<ul style="list-style-type: none"> • Continuously review and develop the strategies, policies, procedures and processes relating to corporate objectives and own professional area, taking into account the views of all stakeholders. • Work with Directors and Members to build a sustainable future for the Community. • Contribute to development and delivery of the Community Plan. • Re-evaluate service delivery to meet future customer needs. • Undertake future proofing by ensuring the Council's services continue to operate within legislation and to high professional standards.

Competencies required at trained and proficient level			
Core Competencies	Level	Role Specific Competencies	Level
Self-Motivation	3	Influencing & Communication	2
Adaptability	2 (O)	Team Work	2
Quality Focus	2	Financial/Commercial Awareness	3
Customer Care	3	Planning & Project Mgt	2
		People Management	2
		Decision Making	2 (O)
		Strategic Thinking	1 (O)
		Creativity & Innovation	1 (O)

(O): Outstanding

ROLE HOLDER PROFILES

Necessary role related knowledge, skills and experience at selection	
<p style="text-align: center;">ESSENTIAL</p> <p>Knowledge</p> <ul style="list-style-type: none"> • A thorough knowledge, background and qualification in a relevant professional discipline relating to one or more of the relevant services • Knowledge and understanding of principles, tools, techniques and developments in management, including quality improvements, organisational change and staff motivation and evidence of management development through qualification and/or continuous development • Understanding of the need for equality of opportunity in employment and service delivery <p>Experience</p> <ul style="list-style-type: none"> • A successful track record and background of consistent personal achievement as a senior manager within a large complex organisation • Support at a senior level in the corporate affairs and corporate working of a local authority or other large multi-disciplined organisation in either the public or private sector • Experience of working effectively in co-operation with a wide range of internal and external bodies including both statutory and non-statutory organisations, paid and elected personnel • A proven track record of promoting, leading and implementing strategies and change programmes to co-ordinate, deliver and improve the development and quality of services and general management • A successful track record of building, leading, managing and developing teams in a complex organisation • Significant involvement in the preparation, management and control of large and complex service budgets • Demonstrable achievement in successfully leading high profile projects. • Leading both organisational and service change in a demanding public (and possibly political) arena 	<p style="text-align: center;">ESSENTIAL</p> <p>Skills and abilities</p> <ul style="list-style-type: none"> • Excellent communicator with ability to work effectively in a Political environment and develop relationships with a wide range of organisations and individuals both internally and externally • Ability to lead, inspire and respond positively to organisational and cultural change • Ability to plan, manage and monitor projects and programmes of work, commission and manage the work of internal and external service providers, act on own initiative and meet deadlines • Ability to develop practical and creative solutions to the management of strategic management issues in a progressive and complex organisation <p>Personal Values and Circumstances</p> <ul style="list-style-type: none"> • Commitment to finding positive solutions and adding value to the Council's aim, vision and values priorities and commitments • Available for evening and occasional weekend work • Prepared to adapt working time at short notice in response to legitimate expectations of others

Progression in Role

Initial Induction / Training Required:
Estimated time to get up to speed: <input type="text" value="6 months"/>
<ul style="list-style-type: none">• Familiarisation with Committee and meeting structure requirements and constitution• Acquiring knowledge/training in line with role related training matrix• Understands principles and rationale and has experience and knowledge of the budgetary and service planning process for the Unit and is fully conversant with its overall relationship to Council objectives
Progression in Role: How would trained and proficient in role be displayed?
<ul style="list-style-type: none">• Shows appropriate delegation of processes involving more technical aspects of Service Unit's functions• Understands sufficiently the technical aspects of the Unit's functions and delegates to appropriate specialists on more detailed parts of the process• Effective ambassador for the Service Unit, both internally and externally• Respected for sound advice given to Council officer and members• Delivers Service Plan objectives requiring only broad guidance on more complex issues• Starts to challenge the status quo and propose alternatives at the corporate and political level• Confidently performs duties using know how, skills and experience to demonstrably add value to service delivery• Is seen as a key contact for providing consistent and reliable expert professional advice• Demonstrates ability to apply professional expertise and judgement to support the Council's decision making process• Highly developed professional skills in related discipline• Promotes a challenging culture amongst staff that balances taking 'short cuts/risks' whilst meeting any statutory and regulatory obligations• Demonstrates effective and efficient optimisation of all delegated resources, including budgets and people, responding to changes in priorities and identify potential impact on overall service delivery)• Fully supports the Council's objectives through overall contribution to own area of the business• Evidence that supports development of policies, processes and practices that compare favourably with best practice, comply with legislation and meet the needs of the Council• Has built trusted and positive relationships with key managers and members and is valued for their objectivity and judgement in anticipating problems and resolving issues• Adopts a partnership approach both with internal and external key stakeholders e.g. staff, members, local community, etc to achieve inclusive and effective outcomes• Confident in dealing with all aspects of role portfolio on own initiative and in a flexible way, good at finding solutions and ways around problems• Expected to act independently, only referring significant matters impacting on service delivery to senior manager
Advanced: What characteristics will the advanced role holder display?
Estimated time to get to advanced: <input type="text" value="3 years"/>
<ul style="list-style-type: none">• Willing to tackle/take on "difficult" issues within own service area – tackling the "no win" situations with confidence without "fear of failure"• Gives a strategic dimension/perspective to the workings of the Unit by looking towards longer term outcomes/goals• Evidence of being willing and able to manage self and has identified and proposed further training for self-development• Initiates and leads change across Departments to meet organisational needs

<ul style="list-style-type: none"> Continuously encourages and strives for process improvements across Departments so that value for money and high quality service outcomes are achieved Positive recognition of achievement by senior managers, members or external organisations Can take a longer term perspective and optimise the opportunities for better outcomes through political astuteness and a sound understanding of strategy and strategic direction 			
Where would you expect to see 'outstanding' regularly displayed at this level, or has a level increased or another competency been introduced?			
<ul style="list-style-type: none"> Self Motivation Adaptability Customer Care Strategic Thinking 	<ul style="list-style-type: none"> Level 3 (O) Level 3 Level 3 (O) Level 2 	<ul style="list-style-type: none"> Teamwork Fin & Comm Awareness Decision Making 	<ul style="list-style-type: none"> Level 3 Level 3 (O) Level 3