ROLE DESCRIPTION

Role Title: Service Delivery Manager – Children and Families, Education and Leisure (Saxon Court and outlying buildings)

Purposes:
Deliver an effective business support service to Milton Keynes Council staff based in Saxon Court and associated outlying buildings, managing process flow and ensuring services are of agreed standard, timely and within budget.

Lead the service based on measuring what matters to the customer and changing the system to improve workflows and capability to deliver a high quality service at the first point of contact.

Establish a recognisable brand that delivers high quality services based on meeting demand and exceeding customers’ expectations.

Dimensions:
- Direct Reports: 2 Workflow Managers and all Hub staff
- Budget Responsibility: £x tbc
- Stakeholder management: Corporate Directors, Assistant Directors, Heads of Service, Service Managers

Principal Accountabilities:
Perform Service Delivery Manager (SDM) functions, as appropriate, within Saxon Court:

- Ensure the delivery of the business support service agreed with MKC within the operational budget allocated
- Take responsibility for negotiation and agreement of business objectives and contractual arrangements within Saxon Court.
- Lead the conversion of MKC corporate policy and MKSP policy and procedures into practice and support others within service area to do the same
- Drive forward change management and culture change within remit to ensure service staff take full responsibility for their work including problem solving and decision making with agreed remit
- Lead senior stakeholder management and engagement including MKC’s Corporate Directors, Assistant Directors and Heads of Service based in Saxon Court
- As part of the senior management team to lead the strategic development of MKSP and be involved in informing MKCs strategy for related service areas in Saxon Court
- Take full responsibility as a leader in the MKSP Leadership team and to assist in breaking down barriers between silos, in MKSP and with customers.

Trading: (once new structure/service is fully functions and new sources of funding are identified to do this)
- Promote MKSP Business Support Service and identify future external trading opportunities for existing services and / or new ones in the market place.
• Establish business cases for new work fully exploring the income potential
• To drive forwards commercial trading externally and support others to establish income streams outside of MKC

Service delivery and workflow improvement:

Take full responsibility for managing, developing and leading service delivery processes in the Business Support service to Milton Keynes Council Staff (Children and Families, Education and Leisure) based in Saxon Court and associated outlying buildings.

Providing an efficient and flexible response to major operational issues in order to meet agreed levels of service delivery, and achieve client/customer satisfaction. Lead and develop the technical and workflow expertise in all areas within remit

Establish baseline requirements and key performance/success criteria (standards). Monitor, develop and report on the performance against standards to key customers within Civic Offices and outlying buildings. Identify any failings of customer activity that impacts on Business Support standards of delivery and work with the customer to deliver the changes required

To identify and implement continuous business process improvement (economies of flow) to improve effectiveness and release efficiencies within the Business Support Hub in Saxon Court and outlying buildings

Take responsibility to release further cash efficiencies within 2014/15

Lead the development of the workflows within remit, in particular the effective resource allocation and supporting technology

Provide an efficient and flexible response to major operational issues in order to meet agreed levels of service delivery, and achieve client / customer satisfaction.

To establish a quality management framework with associated standards of delivery, customer care and behaviour, including but not limited to:

• To ensure provision of full, accurate and confidential, high quality personal assistant, secretarial and note taking support both via the PA/Secretarial Hub and enhanced support from the main Hub.
• To ensure all service area panels and other meetings are arranged and resourced as per the agreed schedule. Ensure the BS team attends meetings, take minutes and distributes as required.
• Ensure high quality financial transactions are delivered through teams within remit
• Ensure general/enhanced activities are delivered via the Hub and not service specific staff, and ensure service specific staff are utilised fully with area
• In times of staff absence or emergency, ensure appropriate back up resources are deployed where appropriate.
• To ensure that files are archived or destroyed in accordance with the Recording Guidelines. Assist with the planning and implementation of electronic record system and processes.
• Ensure specialist knowledge of legislation and procedures relevant to the work gained from the MKC customer and shared as appropriate as the work requires.

Become the technical and workflow expert in all areas within remit

Deliver resource-planning activities to ensure current and future staff levels are sufficient to deliver to customer demand
Establish baseline requirements and key performance/success criteria (standards). Monitor, develop and report on the performance against standards to key customers within Saxon Court. Also identify any failings of customer activity that impacts on BS standards of delivery.

Ensure the team are meeting process flow expectations and that data is recorded to evidence this.

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People management:

Direct line-manage all BS Hub staff and 2 Workflow Managers within Saxon Court including performance appraisals and absence management

To coach, mentor and performance manage Hub team members to ensure a highly effective and professional level of service is delivered. This will include managing annual leave and absence, hold supervision and/or team meetings and undertake performance appraisals. It will also include encouragement of problem solving within the team as well as resolving issues which the team cannot resolve by themselves.

Develop a positive ‘can do’ culture within the service in order to work towards our primary purpose.

To coach and performance manage 2 Workflow Managers to undertake above with their own teams. This will include supporting them to develop a different approach with staff managed directly as opposed to those ‘workflow’ managed within services areas. It will also include supporting them to develop positive customer relationships and a ‘can do’ approach within their teams.

Establish and maintain the necessary personal and team capability to deliver high quality processes and outputs. This will include identifying and implementing appropriate training requirements that the Team may have (including and necessary cross training) to ensure that the team are working to full potential.

Take full responsibility for the health, safety and well-being of all employees within remit.

Stakeholder management:

Maintain positive working relationships with MKC customers in Saxon Court and associated outlying buildings to deliver an excellent service to meet business requirements. To liaise with relevant Council’s officers to understand the changing requirements of customers.

Initially support MKC service areas managing ‘workflows’ to develop resilience across / between other service areas, to allow backfilling to cover peak workloads/absence as required at a later date. After this initial period, allow service areas to become self-sufficient.

Anticipate changing business requirements, legislation and practice and work with MKC customers in developing required solutions.

Personal Development:

Establish and maintain the necessary personal and team capability to deliver high quality processes and outputs. This will include identifying and implementing appropriate training requirements that the Team may have (including and necessary cross training) to ensure that the team are working to full potential

Financial management:

Maintain a controlled budgeted establishment
Develop, control and manage budgets and staffing to improve the service.
Take responsibility for the recruitment of Saxon Court teams following MKSP policies and procedures and controlling the related budgeted Establishment (staffing).

**General obligations:**
Comply with all MKSP policies and procedures in relation to health and safety, financial regulations, purchase orders/sales invoices using SAP and goods receipting
Ensure both financial and Human Resources systems are up to date and as ‘live’ as can be whilst keeping finance and HR colleagues updated regards any in-year changes
To cover for and collaborate with the other BS SDM at times of absence / pressure / when joint work is required and undertake other duties relevant to the work of Business Support as may reasonably be required.
Undertake any other duties of a similar level and responsibility as may be required from time to time by the Senior Management Team and Director.

**PERSON SPECIFICATION**

<table>
<thead>
<tr>
<th>Qualifications</th>
<th>Degree level management qualification or equivalent relevant experience in the business. NVQ Level 4 (or equivalent) or able to demonstrate significant experience at a managerial level</th>
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</thead>
<tbody>
<tr>
<td>Knowledge / Experience</td>
<td>Substantial senior level experience within a business support environment. Leadership experience at Service level in a comparable organisation in terms of size, turnover and/or complexity. Demonstrable experience of leading and managing teams working to tight deadlines in a results-focused and political environment Evidence of having successfully developed an effective service excellence culture where every individual is developed to deliver the best possible service Proven record of successful management of change, delivering new working practices, and structural change, within a business support environment. Experience of establishing clarity around business requirements and tailoring/supplying services to achieve them Knowledge of local government environment and general requirements of a business support service Stakeholder/customer management experience in developing positive relationships Previous demonstrable success in managing and leading teams to positive effect Experience working within both public and private organisations Experience of process flow management and effectively allocating resources, sometimes to tight deadlines in a results-focused environment Knowledge and experience of using process improvement techniques</td>
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<td>Experience of leading business process / service delivery improvement in support of delivering business requirements</td>
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<td>Knowledge and experience of business support services</td>
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<td>Experience of implementing change to agreed strategy and timeframes</td>
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<td>Experience of critical analysis of process and Performance</td>
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<td>Well organised with clear sense of priorities</td>
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| Technical / Business Skills / Ability |
| Ability to demonstrate success in operating in a service or business with a clear focus on customers whilst applying commercial judgement. |
| Proven and effective leadership skills. |
| Demonstrable ability to think strategically and to analyse business, financial and other complex issues. |
| Willingness to make a proactive contribution to the commercial success of the business. |
| Strong commitment to equal opportunities and anti-discrimination practice in employment and service delivery. |
| Experience of proposal writing |
| Confident and assertive |
| Ability to manage operational expenditure within budget constraints. |
| Excellent written and oral communication skills. |
| Awareness of own and others’ responsibilities in relation to health and safety at work |
| Ability to manage conflicting demands whilst achieving results. |
| Able to work flexibly to support the needs of the council and MKSP. |
| Ability to manage conflicting demands whilst achieving results. |
| Demonstrable ability to lead a complex team, working together with others in a “matrix” structure. |
| Evidence of problem solving and decision making ability with evidence of taking responsibility in issue resolution |
| Ability to effectively function in a team eldership situation utilising a collaborative leadership approach and process improvement techniques |
| Ability to challenge inappropriate behaviour and poor performance |
| Ability to prioritise workloads, focus own and team effort, and work under pressure to meet deadlines |
| Ability to work on own initiative and as part of a team |
| Able to communicate effectively both verbally and in writing at all levels |
| Ability to use a variety of office systems including an advanced knowledge of Microsoft Office, databases and financial packages (e.g. SAP) |
| Experience of defining and implementing new technology to support business processes |
| An effective networker who builds and sustains relationships within and outside own organisation |
Capable of persuading and influencing people from different organisations with different agendas and resolving conflicting views where necessary. Works enthusiastically with others to ensure co-ordination and alignment of policies across organisations and departments. Demonstrates knowledge and understanding of wide range of resource options within eligibility criteria and budgetary framework / constraints.

Ability to sensitively challenge inappropriate behaviour and poor performance.

Awareness of own and others’ responsibilities in relation to health and safety at work.

Ability to travel across Milton Keynes

### CORE BEHAVIOURS

- Collaborative leadership approach incorporating strong interpersonal skills that will engender positive business relationships with customers and staff
- Thinking and Decision Making
- Creating Solutions and Change
- Inspiring and Influencing
- Delivering Results and Improving
- Performance and Responsibility
- Building Great Relationships
- Leading, influencing and inspiring
- Establishing an excellent reputation within MKC and in the market generally
- Actively engaging with and understanding our customers
- Delivery to meet customer’s business needs and exceeding expectations

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<tr>
<th>Salary Range</th>
<th>£42,000 - £60,000</th>
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<td>Contract Type</td>
<td>Permanent</td>
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