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| **Role Title** | **Service Improvement Advisor** |
| **Job Family** | **Deputy Chief Executive (DCE)** |
| **Competency Level** | **Principal Officer** |
| **Pay Scale** | **PO5** |
| **Purpose** | |
| To support the Corporate Director of Change to implement and drive forward a service improvement capability, managing projects and programmes of work that deliver transformation, organisational change, and new operating models.  To act as a ‘critical friend’ to directorates and services, providing challenge, new ideas and different ways of working. | |
| **Generic Accountabilities** | **End Results/Outcomes** |
| Plan and ensure service delivery within a diverse environment. Control activities within the service area and ensure professional standards are delivered. | The service is delivered to the quality, Council, professional and legislative standards required.  Integrated service development and delivery is informed by client, partner and stakeholder views, latest thinking, good practice and legislative requirements.  Corporate strategies are effectively implemented within area of responsibility.  Service delivers excellent customer service. |
| Advise Senior Managers, Members and others on issues relevant to the service area. Provide professional challenge and advice to colleagues, managers and partner organisations. | Expert professional advice, interpretation, information, support and challenge are provided to Waltham Forest and external parties on the full range of operational, legislative and strategic issues within the field of expertise.  Responses to major corporate or partner initiatives / complex operational issues are managed effectively.  Major issues are managed through to a satisfactory conclusion with final decisions being made by Head of Service/Senior Management.  Feedback and complaints procedures are developed and managed. Complaints are effectively resolved. |
| Ensure the development and delivery of continuous improvements in all aspects of the service. | Improvements are developed and delivered effectively.  Stakeholder requirements are met. |
| Lead, motivate and develop staff to create and maintain a highly competent and participative workforce. | Teams are highly competent, effective, motivated and outcomes focussed.  Effective team meetings take place to required timescales |
| Identify, secure, deploy and manage the resources necessary for the professional service area to meet/exceed its objectives. | Resources including equipment, people, and systems are utilised optimally and efficiently.  Budgets are planned, developed and delivered. Value for money is maximised.  Financial expenditure and financial integrity are controlled to assure regulatory and Council policy compliance. |
| Prepare and present a full range of reports (both standard and non-standard) covering area of responsibility. | Reports are prepared, distributed / presented to the appropriate committee/ to the required standards and timescales.  Evidence based recommendations are made. |
| Ensure the successful implementation of health and safety legislation, policies and practices. | Risks to staff and others are assessed and managed.  Suitable health and safety instruction and training are provided.  There is a safe working environment. |
| Act in accordance with all policies and procedures which apply to the job and understand the reasons for this. | All policies and procedures are complied with. |
| **Job-specific Accountabilities** | **End Results/Outcomes** |
| To support the Corporate Director of Change in developing, assessing and refreshing an operating model review programme | The organisation is focused on continuous improvement and enhanced efficiency  Rolling 6-month operating review programme developed based on organisational requirements  Resources are focused where the council can have the greatest impact |
| To undertake performance deep dives, rapid reviews and full reviews as part of an operating model review programme – where the impact of decisions will be broad across all directorates and will affect multiple services  To lead on requirements gathering, process mapping and re-engineering and other improvement activity with a range of services and teams | Services across the council are better able to manage current and future demand  Services across the council are positioned to harness technology and new ways of working, and develop new operational models  Portfolio of improvement and transformational projects are managed in line with the Change Team’s recognised approach to projects, ensuring that projects are delivered within time and budget and ensuring that tangible benefits are identified and realised, including the identification and delivery of savings in some instances |
| To carry out research and analysis to help define best practice and use this to assist directorates and services to review current practices and develop new service delivery options  Utilise a very high degree of persuasion and influencing with senior stakeholders, providing advice on changes to ways of working | Services understand the major challenges that are facing them, and what might be holding them back from addressing them  Services understand opportunities available to support development of new operational models  High quality advice and support provided to directorates, services, Extended Leadership Team and Strategic Leadership Team on issues such as service delivery options, business transformation and process improvement  Major and significant changes to service operating models and ways of working |
| To work as part of, and matrix manage where appropriate, durable teams across DCE directorate (primarily Change, Insight & Design, and Business Intelligence) and Finance & Governance directorate (primarily Financial Services and Return on Investment), as well relevant service areas across the council | The creation of mixed, cross-functional fixed teams with a remit over a portfolio of projects rather than varying project to project  More efficient use of resources, with resourcing conversations taking place at ‘team’ level rather than individual level  Positive working relationships developed across the council  Joined up service delivery across the organisation |
| ***Nature of Contacts*** | |
| Frequent contact with Heads of Service, Corporate Directors, and senior representatives from external organisations in both the public and private sector, providing expert advice, guidance and support on complex issues.  Manage relationships with key stakeholders and delivery partners including negotiation of complex political issues / contractual agreements / amendments.  High levels of tact, sensitivity and diplomacy are required. | |
| **Procedural Context** | |
| Work within a policy framework and regulatory guidelines, applying knowledge of systems, procedures and best practice. Work to broad managerial direction, within a policy framework and regulatory guidelines, to ensure performance standards are met within a framework of policy and legislation.  Control the deployment and allocation of service resources within overall corporate and legislative framework. Professionally accountable for interventions within area of responsibility.  Manage complex issues within a framework of policy and procedures. Creative and innovative problem solving of complex issues, often in situations where there is ambiguity and a significant degree of judgement is required in relation to risks outside the remit of existing policy. Think and act strategically in decision making in a complex professional and political environment.  Development of policies and procedures and strategy for own area. Lead in partnership development, working with a range of agencies and extended services to meet strategic, legislative and Government policy requirements.  Occasionally the post will be expected to work from other locations.  Post holder will report into the Service Improvement Manager, and will deputise for the Service Improvement Manager and Head of Change Delivery where appropriate. | |
| **Key Facts and Figures** | |
| Delegated responsibility for project budgets.  Matrix manage teams of staff | |
| **Resourcing** | |
| Budget Responsibilities  Project budgets where appropriate (up to approx. £100k)  Supervisory Responsibilities:  Matrix management (oversight not direct management) where appropriate of:  Insight & Design Manager, Senior Project Manager, Service Designer, Service Financial Adviser as well as reps from Business Intelligence, Comms, Digital, People & OD | |

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| **Knowledge, Skills and Experience** |
| Knowledge and skills  Qualitative and quantitative analytical skills  Ability to identify problems and develop innovative solutions to them  Political and strategic awareness  Interpersonal and communication skills  Team working  Strong leadership skills, acting as a credible role model for cultural change, and the ability to challenge, persuade and influence  Experience  Experience of hands-on management of projects and/or programmes focused on service or efficiency improvement.  Experience of using service improvement approaches within a complex organisation.  Experience of reviewing services and advising on options to improve performance and efficiency  Experience of advising, writing and presenting strategic reports on complex issues to senior managers and Members  Experience of using range of tools and techniques to review services and improve performance and efficiency  Experience of designing and delivering training, and of facilitating group sessions and workshops  Experience of requirements gathering, process mapping and process re-engineering |
| **Indicative qualifications** |
| Educated to degree level or equivalent standard  Recognised service improvement accreditation (e.g. Lean, Six Sigma) |

The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities that may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.