



HM Courts &
Tribunals Service

Role Profile



Role Title **CTSC Service Delivery Manager**

Job family group Operational Delivery

Job family/ies CTSC

Grade HEO

Status

Role Purpose Responsible for management of the team and the performance within their allocated service areas, reporting to the Operation Managers on key trends and insights on workflow.

Provide leadership across the service operation including stakeholders while building and leading a highly motivated service team of Team Leaders and CTSC Support Officers to deliver the operational performance required in the Service Operating Model, including the day to day performance of all our admin, voice, live chat and in the future, social media channels

This role leads from a people perspective believing that there is a huge opportunity to transform the operating ways of working for the better and the experience of those who work within it as well as those who receive its services

Key Accountabilities

- Supporting the Operation Managers to lead the daily delivery of the service focusing on timeliness and quality.
- Deliver a consistent and customer focussed service.
- Drive the performance of the team and service area by inspiring and challenging people to deliver great customer experience.
- Deploy resources effectively to meet operational needs
- Provide direction and close support to Team leaders and staff, setting local priorities consistent with the overall CTSC business plan to meet team targets and deliver highly effective performance.
- Responsible for transforming the capability of their teams through training, developing and coaching the team to release their potential and maximise performance
- Provide operational leadership to managers and staff and role model engaging behaviours to manage the day to day team operation and workflow that delivers our KPIs
- Effective daily management of complaints handling within set timescales, and ensure corrective action taken where necessary.
- Celebrate successes utilising all available data and channels available for Reward and Recognition.
- Provide clear and concise communication to all staff to ensure key messages are understood and implemented consistently across the service area
- Supporting Team Leaders in engaging staff and translating information, including responding and escalating ideas, issues and concerns.
- Highlight concerns and risks regarding staffing levels and attrition.
- Collaborating with recruitment to on-board staff and with People Development Team for Induction and Academy to enable an effective transition to BAU.
- Ensure compliance with HMCTS policies and procedures (including diversity, attendance and discipline, HMCTS Assurance Programme) to support and coach the Team Leaders in these areas to effectively managing attendance, discipline, behaviours and conduct.
- Delivering best practice throughout the team, working collaboratively across National Services and service partners to realise the benefits.
- Support the Operation Managers with close working relationships with judiciary and legal operations.
- Identify ways to improve our customer experience using management information and customer feedback to improve processes, making appropriate CI referrals, working collaboratively with Service Improvement.
- Demonstrate the HMCTS values and leadership behaviours so that you influence the behaviour of others.
- Demonstrate pro-active issue resolution, and ensure corrective action taken where necessary.
- Effectively respond to and implement solutions and escalating complex/sensitive issues as required.
- Support employee wellbeing and set clear career path options for staff aligned to their learning and development plans, career progression, equipping them with skills, knowledge and resources to effectively carry out their role.
- To manage internal risks through compliance with all Key Control and SAF checks, reviewing and ensuring appropriate action is taken and risks highlighted.
- To manage and highlight any H&S risks which need action or mitigations.

Knowledge, Skills and Experience

- The ability to work strategically with peers and deliver strong operational rigour through their teams, simplifying ambiguity and giving clear direction.
- Visible leadership skills – can motivate others to achieve
- Clear understanding of empowerment and how it plays through an operational environment to achieve the highest performance standards and have the skills, knowledge and resources to effectively carry out the role.
- Builds an ambitious performance and development culture and creates continually growing capability in the operation. Ensuring staff are supported, valued and rewarded appropriately.
- People leadership to support staff, coaching to develop staff, including performance management, with a strong service ethic and ability to drive quality.
- A collaborative team player, who understands how to raise capability within a team and build a sustainable platform for continued improvement
- Self-developer: demonstrates thought leadership in the development of people and service improvement
- Clear and concise communication skills to provide direction to staff on user insights and to provide direct / relevant information to key stakeholders across a range of channels that can be easily understood
- Highly developed interpersonal skills to build and maintain effective relationships with the judiciary, colleagues and key stakeholders
- Effective negotiation skills to manage/ reconcile competing priorities and resolve issues.
- Knowledge of best practices to make recommendations on continuous improvement initiatives, drawing evidence from multiple sources to draw out key insights to evidence where improvements are needed
- Full understanding of functions undertaken within areas of responsibility to support the development and review of policies and procedures, and contribute to forward looking business planning activities
- Data analysis skills and insight to enable better understanding of user trends and workflow requirements and identify improvements and contribute to the development of local priorities and objectives.
- Effective management of governance and risk management experience: ensuring that governance, risk management registers and contingency plans are in place and updated annually/ monthly

Problem Solving and Decision Making

- Identifying and implementing solutions to local, sometimes complex problems, the role holder will be alert to significant issues as they arise, identifying and evaluating risks to service delivery and developing workable approaches and options for Operations leadership team to consider, to manage and mitigate those risks
- Influencing and delivering through others, using their judgement and initiative to balance public user, professional user and judicial needs in a sometimes challenging operating environment
- Use judgement to resolve a variety of issues and or complaints as they arise, to ensure the effective operation of the relevant site and service area, identifying the implications and risks of available options and approaches and taking the necessary mitigating actions

Management of Resources

- Manage and coordinate performance in relation to service delivery for the site(s) within the span of control and ensure that resources are managed and deployed appropriately to maximise building functionality and ensuring an appropriately supported user experience, to achieve HMCTS objectives. This will require the role holder to plan ahead, working collaboratively with other teams and functions to set and review targets on performance.
- Oversee leadership of a team of team leaders and indirectly lead a workforce of CTSC Support Officers, to support the effective delivery against associated budgets
- Identify opportunities to build and maintain a multifunctional workforce to ensure that skills within team meet the demands of the service/business.

Autonomy

- Responsible for working independently and dealing with day to day matters, using judgment and initiative to manage the physical operation of the site, ensure effective service delivery and support the user experience
- Provide clear instructions and approaches for others to follow, regularly reacting and responding to high pressured situations in a fast-paced environment
- Being alert to and mitigating against risks, dealing with incidents quickly and involving the Deputy Head of Operations where necessary, for example on issues with wider political, reputational or of a sensitive nature

Key Relationships and Contacts

Internal

- Internal CTSC relationships including WFM Planning, Business Change and CI, wider service Peers offering advice and recommendations and bringing operational service delivery perspective to discussions and using persuasion and negotiation skills to ensure effective outcomes.
- Judiciary – engagement with judges/legal operations according to service line, dealing with issues to meet requirements and meet business objectives and needs
- Team Leaders – to provide direction, advice, guidance and support to deliver key operational outcomes
- HR Advisors, ensuring the development of effective collaborative working relationships in support of own team.
- Service providers and project teams to support the delivery of initiatives and improvement activity.
- Court, Tribunal and National Business Centre colleagues – to build effective working relationships, through collaboration to support the effective delivery of the end to end user journey and the delivery of initiatives and improvement activity.
- Governance and Assurance Team – to manage internal risks through compliance with all Key Control and SAF checks, reviewing and ensuring appropriate action is taken and risks highlighted.

External

- Justice Partners – support the Head of Operations and Operation Managers on an as needed basis to build relationships with professional court and tribunal users, ensuring they have all information required and can influence and inform key stakeholders in relation to achieving HMCTS business objectives
- Third party sector providers – support relationships with court and tribunal users to ensure they have all information required and develop a strong offering for users with respect to local providers, in liaison with the Courts and Tribunals Support Manager.

Proffil o’r Rôl

Teitl y Swydd

Rheolwr Cyflawni Gwasanaethau CTSC

Grŵp y Swydd

Cyflawni Gweithredol

Teulu/Teuluoe
dd y Swydd

CTSC

Graddf
a

HEO

Statws

Pwrpas y Rôl

Bod yn gyfrifol am reoli’r tîm a’r perfformiad o fewn eu meysydd gwasanaeth a ddyrannwyd, gan adrodd i’r Rheolwyr Gweithrediadau ar dueddiadau a mewnwelediadau allweddol ar y llif gwaith.

Darparu arweinyddiaeth ar draws y gwasanaeth gan gynnwys rhanddeiliaid wrth feithrin ac arwain tîm gwasanaeth hynod frwdfrydig o Arweinwyr Tîm a Swyddogion Cymorth CTSC i ddarparu'r perfformiad gweithredol sydd ei angen yn y Model Gweithredu Gwasanaeth, gan gynnwys perfformiad dydd i ddydd ein swyddogion gweinyddol, gwasanaeth llais, sgwrs fyw ac yn y dyfodol, sianeli cyfryngau cymdeithasol

Mae'r rôl hon yn arwain o safbwynt pobl gan gredu bod cyfle enfawr i drawsnewid y ffyrdd gweithredu o weithio er gwell a phrofiad y rhai sy'n gweithio o'i mewn yn ogystal â'r rhai sy'n derbyn ei wasanaethau

Prif Gyfrifoldebau

- Cefnogi'r Rheolwyr Gweithrediadau i arwain y gwaith o ddarparu'r gwasanaeth yn ddyddiol gan ganolbwyntio ar brydlondeb ac ansawdd.
- Darparu gwasanaeth cyson sy'n canolbwyntio ar y cwsmer.
- Llywio perfformiad y tîm a maes y gwasanaeth drwy ysbrydoli a herio pobl i ddarparu profiad gwych i gwsmeriaid.
- Defnyddio adnoddau yn effeithiol i ddiwallu anghenion gweithredol
- Rhoi cyfarwyddyd a chefnogaeth agos i arweinwyr tîm a staff, gan osod blaenoriaethau lleol sy'n gyson â'r cynllun busnes CTSC cyffredinol i gyrraedd targedau tîm a sicrhau perfformiad hynod effeithiol.
- Bod yn gyfrifol am drawsnewid gallu eu timau drwy hyfforddi a datblygu'r tîm i wireddu eu potensial a gwneud y mwyaf o berfformiad
- Darparu arweinyddiaeth weithredol i reolwyr a staff a bod yn fodel rôl i staff eraill i reoli'r gwaith tîm o ddydd i ddydd a llif gwaith sy'n cyflawni ein KPIs
- Rheolaeth ddyddiol effeithiol o drin cynwion o fewn amserlenni penodol, a sicrhau camau cywirol a gymerir lle bo angen.
- Dathlu llwyddiannau gan ddefnyddio'r holl ddata a sianeli sydd ar gael ar gyfer Gwobrwyo a Chydnabod.
- Cyfathrebu'n glir a chryno gyda'r holl staff er mwyn sicrhau bod negeseuon allweddol yn cael eu deall a'u rhoi ar waith yn gyson ar draws ardal y gwasanaeth
- Cefnogi Arweinwyr Tîm i ymgysylltu â staff a chyfleu gwybodaeth, gan gynnwys ymateb a thrafod syniadau, materion a phryderon.
- Tynnu sylw at bryderon a risgiau ynghylch lefelau staffio ac athreuliad.
- Cydweithio gyda recriwtio staff a gyda Thîm Datblygu Pobl ar gyfer Ymsefydlu ac Academi er mwyn galluogi trosglwyddo'n effeithiol i BAU.
- Sicrhau cydymffurfiaeth â pholisïau a gweithdrefnau GLITEF (gan gynnwys amrywiaeth, presenoldeb a disgyblaeth, Rhaglen Sicrhau GLITEF) i gefnogi a hyfforddi Arweinwyr Tîm yn y meysydd hyn i reoli presenoldeb, disgyblaeth, ymddygiadau ac ymddygiad yn effeithiol.
- Cyflawni arferion gorau drwy'r tîm, gan weithio ar y cyd ar draws y Gwasanaethau Cenedlaethol a phartneriaid gwasanaeth i wireddu'r buddion.
- Cefnogi'r Rheolwyr Gweithrediadau gyda magu perthynas waith agos â'r farnwriaeth a'r tîm gweithrediadau cyfreithiol.
- Nodi ffyrdd o wella profiad ein cwsmeriaid gan ddefnyddio gwybodaeth reoli ac adborth cwsmeriaid i wella prosesau, gan wneud atgyfeiriadau CI priodol, gweithio ar y cyd â'r Tîm Gwellu Gwasanaethau.
- Dangos gwerthoedd ac ymddygiadau arweinyddiaeth GLITEF fel eich bod yn dylanwadu ar ymddygiad eraill.
- Dangos y gallu i ddatrys materion rhagweithiol, a sicrhau y cymerir camau cywirol lle bo angen.
- Ymateb yn effeithiol a gweithredu datrysiadau i faterion cymhleth/sensitif yn ôl y gofyn.
- Cefnogi lles gweithwyr a gosod opsiynau llwybr gyrfa clir i staff sy'n cyd-fynd â'u cynlluniau dysgu a datblygu, dilyniant gyrfa, gan ddatblygu eu sgiliau, gwybodaeth ac adnoddau i gyflawni eu rôl yn effeithiol.
- Rheoli risgiau mewnol drwy gydymffurfio â'r holl wiriadau Rheoli Allweddol a SAF, adolygu a sicrhau bod camau priodol yn cael eu cymryd a'r risgiau a amlygwyd.
- Rheoli ac amlygu unrhyw risgiau lechyd a Diogelwch sydd angen mesurau gweithredu neu liniaru.

Gwybodaeth, Sgiliau a Phrofiad

- Y gallu i weithio'n strategol gyda chyfoedion a darparu trylwyrdd gweithredol cryf drwy eu timau, symleiddio amwysedd a rhoi cyfeiriad clir.
- Sgiliau arwain gweladwy – gall ysgogi eraill i gyflawni
- Dealltwriaeth glir o rymuso a sut mae'n digwydd drwy amgylchedd gweithredol i gyflawni'r safonau perfformiad uchaf a chael y sgiliau, yr wybodaeth a'r adnoddau i gyflawni'r rôl yn effeithiol.
- Meithrin diwylliant perfformio a datblygu uchelgeisiol ac yn creu gallu sy'n tyfu'n barhaus yn y gwaith. Sicrhau bod staff yn cael eu cefnogi, eu gwerthfawrogi a'u gwobrwyo'n briodol.
- Arwain pobl i gefnogi staff, hyfforddi i ddatblygu staff, gan gynnwys rheoli perfformiad, gyda moeseg gwasanaeth cryf a gallu i lywio ansawdd.
- Chwaraewr tîm cydweithredol, sy'n deall sut i godi gallu o fewn tîm a meithrin llwyfan cynaliadwy ar gyfer gwelliant parhaus
- Hunan-ddatblygwr: dangos arweiniad meddwl yn natblygiad pobl a gwella gwasanaethau
- Sgiliau cyfathrebu clir a chryno i roi cyfeiriad i staff ar fewnwelediadau defnyddwyr ac i ddarparu gwybodaeth uniongyrchol / berthnasol i randdeiliaid allweddol ar draws ystod o sianeli y gellir eu deall yn hawdd
- Sgiliau rhyngpersonol da i adeiladu a chynnal perthnasoedd effeithiol gyda'r farnwriaeth, cydweithwyr a rhanddeiliaid allweddol
- Sgiliau trafod effeithiol i reoli/ cysoni blaenoriaethau sy'n cystadlu a datrys materion.
- Gwybodaeth am arferion gorau i wneud argymhellion ar fentrau gwella parhaus, gan dynnu tystiolaeth o sawl ffynhonnell i dynnu mewnwelediadau allweddol i dystiolaeth lle mae angen gwelliannau
- Dealltwriaeth lawn o'r swyddogaethau a wneir o fewn meysydd cyfrifoldeb i gefnogi'r gwaith o ddatblygu ac adolygu polisiâu a gweithdrefnau, a chyfrannu at ddatblygu gweithgareddau cynllunio busnes sy'n edrych i'r dyfodol.
- Sgiliau a mewnwelediad dadansoddi data er mwyn galluogi gwell dealltwriaeth o dueddiadau defnyddwyr a gofynion llif gwaith a nodi gwelliannau a chyfrannu at ddatblygu blaenoriaethau ac amcanion lleol.
- Rheoli profiad llywodraethol a rheoli risg yn effeithiol: sicrhau bod llywodraethu, cofrestrau rheoli risg a chynlluniau wrth gefn ar waith a'u diweddarau'n flynyddol/ misol

Datrys Problemau a Gwneud Penderfyniadau

- Nodi a gweithredu atebion i broblemau lleol, cymhleth, bydd deiliad y swydd yn effro i faterion sylweddol wrth iddynt godi, nodi a gwerthuso risgiau i ddarparu gwasanaethau a datblygu dulliau ac opsiynau ymarferol i dîm arwain Gweithrediadau eu hystyried, i reoli a lliniaru'r risgiau hynny
- Dylanwadu ar a chyflawni drwy eraill, gan ddefnyddio eu barn a'u menter i gydbwyso anghenion defnyddwyr cyhoeddus, defnyddiwr proffesiynol a barnwrol mewn amgylchedd gweithredu sy'n heriol ar adegau
- Defnyddio barn i ddatrys amrywiaeth o faterion a neu gwynion wrth iddynt godi, i sicrhau gweithrediad effeithiol y safle a'r ardal wasanaeth berthnasol, nodi goblygiadau a risgiau opsiynau a dulliau sydd ar gael a chymryd y camau lliniaru angenrheidiol

Rheoli Adnoddau

- Rheoli a chydlynu perfformiad mewn perthynas â darparu gwasanaethau ar gyfer y safle(safleoedd) o fewn rhychwant rheolaeth a sicrhau bod adnoddau'n cael eu rheoli a'u defnyddio'n briodol i wneud y gorau o ymarferoldeb yr adeiladau a sicrhau profiad defnyddwyr a gefnogir yn briodol, i gyflawni amcanion GLITEF. Bydd hyn yn ei gwneud yn ofynnol i ddeiliad y swydd gynllunio ymlaen llaw, gan weithio ar y cyd â thimau a swyddogaethau eraill i osod ac adolygu targedau ar berfformiad.
- Goruchwylio arweinyddiaeth tîm o arweinwyr tîm ac arwain gweithlu o Swyddogion Cymorth CTSC yn anuniongyrchol, i gefnogi'r ddarpariaeth effeithiol yn erbyn cyllidebau cysylltiedig
- Nodi cyfleoedd i adeiladu a chynnal gweithlu aml-swyddogaethol i sicrhau bod sgiliau o fewn tîm yn ateb gofynion y gwasanaeth/busnes.

Ymreolaeth

- Cyfrifol am weithio'n annibynnol a delio â materion o ddydd i ddydd, gan ddefnyddio barn a menter i reoli gweithrediad corfforol y safle, sicrhau darparu gwasanaethau effeithiol a chefnogi profiad y defnyddiwr
- Rhoi cyfarwyddiadau a dulliau clir i eraill eu dilyn, ymateb yn rheolaidd ac ymateb i sefyllfaoedd gwasgedd uchel mewn amgylchedd cyflym
- Bod yn effro i risgiau a lliniaru yn erbyn risgiau, delio â digwyddiadau'n gyflym a chynnwys y Dirprwy Bennaeth Gweithrediadau lle bo angen, er enghraifft ar faterion gwleidyddol, enw da ehangach neu o natur sensitif

Perthnasau a Chysylltiadau Allweddol

Mewnol

- Perthnasau CTSC mewnol gan gynnwys WFM Planning, Newid Busnes a Gwelliant Parhaus, cyfoedion gwasanaeth ehangach sy'n cynnig cyngor ac argymhellion a dod â safbwynt darparu gwasanaethau gweithredol i drafodaethau a defnyddio sgiliau perswadio a thrafod i sicrhau canlyniadau effeithiol.
- Y Farnwriaeth – ymgysylltu â barnwyr/gweithrediadau cyfreithiol yn ôl llinell wasanaeth, delio â materion i fodloni gofynion a bodloni amcanion ac anghenion busnes
- Arweinwyr Tîm – i ddarparu cyfeiriad, cyngor, arweiniad a chefnogaeth i sicrhau canlyniadau gweithredol allweddol
- Cynghorwyr Adnoddau Dynol, gan sicrhau datblygiad perthnasoedd gweithio cydweithredol effeithiol i gefnogi tîm ei hun.
- Darparwyr gwasanaethau a thimau prosiect i gefnogi'r gwaith o ddarparu mentrau a gweithgarwch gwella.
- Cydweithwyr yn y Llys, y Tribiwnlys a'r Ganolfan Fusnes Genedlaethol – i feithrin perthnasoedd gwaith effeithiol, drwy gydweithio i gefnogi'r gwaith o gyflawni'r diwedd i ddod â thaith ddefnyddwyr i ben a darparu mentrau a gweithgarwch gwella.
- Tîm Llywodraethu a Sicrwydd – i reoli risgiau mewnol drwy gydymffurfio â'r holl wiriadau Rheoli Allweddol a SAF, adolygu a sicrhau bod camau priodol yn cael eu cymryd a'r risgiau a amlygwyd.

Allanol

- Partneriaid Cyfiawnder – cefnogi'r Pennaeth Gweithrediadau a Rheolwyr Gweithrediadau ar sail yr angen i feithrin perthynas â defnyddwyr llys a thribiwnlys proffesiynol, gan sicrhau bod ganddynt yr holl wybodaeth sy'n ofynnol ac y gallant ddylanwadu a hysbysu rhanddeiliaid allweddol mewn perthynas â chyflawni amcanion busnes GLITEF
- Darparwyr trydydd parti yn y sector – cefnogi perthnasoedd gyda defnyddwyr llys a thribiwnlys i sicrhau bod ganddynt yr holl wybodaeth sy'n ofynnol ac yn datblygu cynnig cryf i ddefnyddwyr mewn perthynas â darparwyr lleol, mewn cyswllt â'r Rheolwr Cymorth Llysoedd a Thribiwnlysoedd.