

Role Profile

Part A - Grade & Structure Information

Job Family Code	13PE	Role Title	Service Manager Libraries & Heritage
Grade	PS13	Reports to (role title)	Assitant Director Lifelong Learning Culture
		Directorate	Children, Families, Learning and Communities
JE Band	614-734	Service	Education, Lifelong Learning and Culture
		Team	Life Long Learning Culture
		Date Role Profile was created	Oct-18

Part B - Job Family Description

The below profile describes the general nature of work performed at this level as set out in the job family. It is not intended to be a detailed list of all duties and responsibilities which may be required. The role will be further defined by annual objectives, which will be developed with the role holder. The Council reserves the right to review and amend the job families on a regular basis.

Role Purpose including key outputs	<p>Develop and deliver the planned transformation of cultural services across the County to provide a service fit for the future and sustainable within avialble resources. Work with communities, districts and boroughs, voluntary sector, members and other key partners and stakeholders to implement local services. Plan, organise and manage library and hertiage services through teams to deliver a professional service within the overall business plan.</p> <p>Deliver a portfolio of operationally important projects/contracts through managing teams to deliver a professional service within the overall business plan.</p> <p>Lead the development and delivery of improvement and innovation programmes, effectively using the available resources and bringing together multi-disciplinary teams to deliver transformative projects.</p> <p>Lead the development and improvement of systems to support effective and efficient service delivery, using management information to monitor, manage and improve services.</p> <p>Lead the establishment, monitoring and development of standards of service delivery to achieve key performance measures and delivery of services with high levels of customer satisfaction and positive outcomes for individuals.</p> <p>Lead on business process improvement within the service, taking into account corporate requirements and local business need.</p> <p>As service lead on business planning, work with colleagues to ensure that annual and medium term plans are drawn up, linked to corporate priorities and local service budgets, and that arrangements are in place to monitor actual performance against these plans.</p> <p>Manage the communication of key practice/professional developments and workforce development initiatives. Make sure that the needs and views of service users and relevant stakeholders are taken into account in the development and delivery of services and that these are communicated across the directorate.</p>
---------------------------------------	--

<p>Work Context</p>	<p>Service Managers instil in all of their services an ethos of personal accountability in providing high quality services and improving the lives of children and young people. They forge positive and beneficial relationships with partners (such as parents/carers, foster carers, schools, health services, police, voluntary organisations and districts and boroughs) to ensure the integrated delivery of services and work innovatively to create efficiencies of scale and pool resources in order to maximise the use of public funds.</p> <p>In most situations, the Service Manager delegates front-line operational management to Team Managers. The Service Manager supports Assistant Directors and Directors in implementing their portfolio of responsibilities by leading on project work and deputising for the Assistant Director where required.</p>
<p>Line management responsibility if applicable</p>	<p>Directly responsible for up to 6 Team Managers, and will undertake lead responsibility for a designated specialism.</p>
<p>Budget responsibility if applicable</p>	<p>TBC</p>
<p>Representative Accountabilities Typical accountabilities in roles at this level in this job family</p>	<p>Service Development</p> <ul style="list-style-type: none"> • Evaluate existing service provision taking account of feedback and broader external developments, to ensure innovative solutions are proposed to maximise service quality, efficiency and continuity. • Lead the development and implementation of complex or high profile initiatives to generate income and stimulate public interest. <p>Planning & Organising</p> <ul style="list-style-type: none"> • Develop and ensure implementation and evaluation of longer term plans and proposals for the future scope and scale of the service in line with council strategy. • Plan, deploy and control all allocated resources to deliver the agreed service. <p>Analysis, Reporting & Documentation</p> <ul style="list-style-type: none"> • Use analysis to identify issues and trends and drive service improvement. <p>Finance/Resource Management</p> <ul style="list-style-type: none"> • Plan, control and monitor allocation and use of allocated budget/resources/funding effectively to ensure maximum value is delivered. <p>Work with others</p> <ul style="list-style-type: none"> • Liaise internally and externally to ensure the department/service issues are appropriately represented and acted upon to enhance service delivery. • Work with a range of agencies and partners to develop innovative services, and to promote and coordinate initiatives to achieve business plan objectives and income targets. <p>People Management</p> <ul style="list-style-type: none"> • Manage the service delivery of teams and units to ensure all relevant annual targets and goals are delivered within budgetary/resource constraint. • Lead, motivate and develop individuals using a coaching approach, to better meet current and future requirements. <p>Duties for all</p> <p>Values: To uphold the values and behaviours of the organisation.</p> <p>Equality & Diversity: To work inclusively, with a diverse range of stakeholders and promote equality of opportunity.</p> <p>Health, Safety & Welfare: To maintain high standards of Health, Safety and Welfare at work and take reasonable care for the health and safety of themselves and others.</p>

Education, Knowledge, Skills & Abilities, Experience and Personal Characteristics	<ul style="list-style-type: none">• Degree or equivalent professional qualification plus substantial experience at a senior management level in specialist area.• Extensive knowledge of the service/functional area.• Excellent understanding of the methodology and technology needed to promote and maintain exemplary customer service.• Deep knowledge and awareness of broader contextual factors affecting national service delivery.• Ability to exercise a significant degree of interpretive and constructive thinking and evaluative judgement appropriately.• Extensive knowledge of the concepts of change management, project management and continuous improvement, and their practical application.• Proven ability to manage budgets and available resources to deliver effective support to their area of responsibility.• Strong written and oral communication and interpersonal skills with high level negotiation and influencing skills, and the ability to build effective relationships with colleagues and a range of external partners.• Advanced problem solving and analytical skills with the capacity to devise and implement innovative solutions for strategic change.• Clear evidence of political acumen.• Wide and proven experience in successful leading, motivating, coaching, mentoring and developing staff.
Details of the specific qualifications and/or experience if required for the role in line with the above description	<p>Experience of leading large frontline teams and orgnaisational change. Educated to degree level or equivalent</p> <p>Evidence of continuing professional and personal development</p> <p>Ability to analyse business processes and design new or enhanced operational models. This includes the ability to oversee the implementation of such projects.</p> <p>Ability to create and deliver business as well as operational strategies. This includes the ability to set and deliver realistic, co-ordinated objectives in accordance with agreed priorities</p> <p>Proven leadership skills with a track record of creating organisations and teams who deliver against the agreed priorities</p>
Role Summary	<p>Roles at this level plan, organise and deliver a customer or public engagement service for the benefit of Surrey's residents and/or to support organisational objectives. They manage large and complex teams or specific service areas. Their work usually includes policy development, developing and implementing operational plans and helping to develop and deliver strategy. Planning takes place over a longer period (year or more). They will require a full understanding of a professional or specialised field and will work with those both inside and outside the organisation, to influence the development of services or delivery of specific projects or council objectives. Roles at this level require extensive management experience and high level expertise. They exercise a significant degree of flexibility and independence for decision making within their particular functional area, working to broad parameters and policy guidance.</p>

