

## JOB DESCRIPTION

<b>Post Title:</b> Service Review Lead		<b>Service:</b> Improvement and Innovation	<b>Office Use</b>
<b>Band:</b> 11		<b>Workplace:</b> County Hall, Morpeth	<b>Z247</b>
<b>Responsible to:</b> Head of Policy, Performance and Transformation		<b>Date:</b> April 2021	<b>Manager Level:</b> Head of Service
<b>Job Purpose:</b> To lead the delivery of service reviews and make recommendations for change that contribute towards meeting the Council's objectives, improving outcomes for customers and service users, achieving leading edge performance and better value for money.			
<b>Resources</b>	Staff	Line manage service review officers; direct work of project team members; oversee work of wider team's support staff as required by the Service Director	
	Finance	Through service reviews, make recommendations changing the nature, level and composition of expenditure to meet service or other requirements. Contribute to the efficient and effective running of the team, including the financial management of specific projects	
	Physical	Maintain and operate key programme and project systems	
	Clients	A range of internal and external stakeholders of a very senior level	

### Duties and key result areas:

- Lead, manage and co-ordinate the Council's Service Review Framework
- Identify opportunities for potential service reviews that will contribute to outcomes for customers, improved organisational performance and improved value for money
- Provide line management of Service Review Officers to ensure they effectively support the Service Review programme
- Proactively identify potential reviews for consideration by Executive Team
- Recommend the prioritisation of reviews to the Executive Team
- Contribute to the ongoing development and refining of the Service Review Framework
- Lead service reviews in accordance with the Service Review Framework
- Scope reviews including identification of outcomes, planning, timelines, and resources
- Ensure supporting documentation for each review is created and effectively managed
- Plan, deliver and manage service reviews according to the agreed scope
- Manage project risk, quality assurance and initiate corrective action where necessary
- Collect, collate and analyse information, prepare findings and recommendations for Service Review project board
- Develop and maintain positive collaborative relationships with all relevant internal and external stakeholders to ensure the successful delivery of reviews
- Ensure effective management of staff within review project team, ensuring project work is supervised, workload allocated, work standards monitored and motivation and personal development addressed
- Ensure that the reviews deliver on required objectives, to the required quality and within the specified constraints of time, resources, and cost
- Ensure that a full Equality Impact Assessment is undertaken for any service review which is proposing changes which may impact on protected characteristics
- Ensure effective engagement and communication with staff, trade unions and other stakeholders affected by a service review.
- Prepare the review findings and present to Executive Team and other audiences as required
- Develop implementation and ensure there is a seamless handover from the review team to the implementation team/project management team.
- Other duties appropriate to the nature, level and grade of the post.

The duties and responsibilities highlighted in this job description are indicative and may vary over time. Post holders are expected to undertake other duties and responsibilities relevant to the nature, level and extent of the post and the grade has been established on this basis.

<b>Work Arrangements</b>	
Physical requirements:	Sedentary office work.
Transport requirements:	May involve travel to meeting venues, area offices or training venues throughout the County and further afield on occasion.
Working patterns:	Normal office hours but flexi-hours may apply. May involve some attendance at evening meetings.
Working conditions:	Mainly indoors.

### PERSON SPECIFICATION

<b>Post Title:</b> Service Review Lead	<b>Director/Service/Sector:</b> Improvement and Innovation	<b>Ref:</b> Z247
<b>Essential:</b>	<b>Desirable:</b>	<b>Assess by</b>
<b>Qualifications and Knowledge</b>		
<ul style="list-style-type: none"> <li>• <u>Educated to degree level or equivalent experience acquired through relevant professional background</u></li> <li>• Advanced knowledge of service review methodologies and tools and experience of applying these tools in practice</li> <li>• Knowledge of local government services, policy and operating context</li> </ul>	<ul style="list-style-type: none"> <li>• Qualification or training in service review methodology</li> </ul>	(a, i, r)
<b>Experience</b>		
<ul style="list-style-type: none"> <li>• Extensive experience of successfully leading and completing complex and high profile service reviews in a public sector context</li> <li>• Operating in a political environment and distinguishing between political and non-political activities</li> <li>• Handling confidential or sensitive information in an appropriate matter</li> <li>• Successfully leading multi-disciplinary teams including senior staff to deliver successful projects</li> </ul>	<ul style="list-style-type: none"> <li>• Experience of leading and completing complex and high profile service reviews in a local government context</li> <li>• Experience of working directly with elected members</li> </ul>	(a, i, r)
<b>Skills and competencies</b>		
<ul style="list-style-type: none"> <li>• Able to analyse a wide range of very varied complex information and data to quickly identify qualitative and quantitative insights</li> <li>• Able to build an evidence base for strategies and to develop creative, long lasting solutions to the Council's most difficult problems, with a major impact on the operation of services.</li> <li>• Excellent interpersonal skills and highly effective at persuading, negotiating and influencing</li> <li>• Capable of communicating orally and in writing with varied audiences, including politicians and the public, on potentially contentious topics</li> <li>• Able to effectively direct, co-ordinate, train and motivate review team members to ensure project delivery, even without being their direct line manager</li> <li>• Indirect responsibility for major budgets, through review recommendations with significant financial implications</li> <li>• Able to interpret and provide advice and guidance on the operation and implementation of external regulations and statutory requirements</li> </ul>		(a, t, i, p, r)

<b>Physical, mental, emotional and environmental demands</b>		
<ul style="list-style-type: none"> <li>• Comfortable and confident taking decisions which will affect the future well-being of individuals, and (e.g.) large groups of customers / service users</li> <li>• Able to respond to and meet the needs of exceptionally demanding client stakeholders at the most senior level of the organisation</li> <li>• Able to manage on a regular basis the frequently emotional demands of the role caused by the often sensitive or contentious nature of reviews</li> <li>• Able to manage highly confidential and sensitive information and data with appropriate awareness, discretion and accuracy</li> <li>• Able to manage a very high level of work-related pressure through conflicting demands from different stakeholders and competing deadlines</li> <li>• Capable of effectively managing highly challenging behaviour by stakeholders, e.g. resistance to or disruption of review activities</li> <li>• Highly analytical mindset with the ability to draw together a wide range of data, carrying out complex analysis, providing insightful interpretation and ensuring accuracy and reliability</li> <li>• Ability to communicate persuasively to a range of audiences, conveying sensitive information, expertly negotiating to secure the best outcome and influencing stakeholders to take action.</li> </ul>		(a, i, r)
<b>Motivation</b>		
<ul style="list-style-type: none"> <li>• A strong corporate orientation and a commitment to tackling issues in a non-departmental manner</li> <li>• Able to exercise initiative and independence to shape the direction of reviews (within the Service Review Framework) without recourse to management</li> <li>• Proactive in organising and allocating work to Service Review Officers, as well as supporting, training and mentoring of less experienced staff</li> <li>• Ability to work under pressure to meet deadlines</li> </ul>		(a, i, r)
<b>Other</b>		

Key to assessment methods; (a) application form, (i) interview, (r) references, (t) ability tests (q) personality questionnaire (g) assessed group work, (p) presentation, (o) others e.g. case studies/visits