Role Profile

SOUTH YORKSHIRE
PENSIONS AUTHORITY

SECTION 1 **Brief Description**

Role Title: Service Manager – Programmes and Performance

Reports to: Head of Governance

Team/Service: Governance

Grade: I

Profile updated: July 2023

SECTION 2 **Job Family Description**

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

Service Managers are responsible for managing either a group of smaller teams or a team focussed on a specific functional area. They are responsible for ensuring the delivery of the team's objectives, the management, supervision and development of team members and contributing to cross-organisational projects.

SECTION 3 **Role Purpose including Key Outputs**

The role holder will be responsible for two key areas:
- Ensuring the production and reporting of consistent and robust performance information from all parts of the organisation in order to monitor the achievement of corporate objectives.
- Managing a stream of projects across the organisation, working with individual sponsors and lead officers to ensure that projects are delivered on time and on budget and deliver the planned benefits.

Key responsibilities relating to Performance management:

- Collaborate with service managers, senior management team and elected members to define and measure outcomes that align with the Authority's corporate priorities.

- Develop a performance measurement and management framework for the organisation, including a suite of performance indicators, scorecards and dashboards, leading on and working with relevant teams to ensure suitable arrangements are in place to collect and analyse data in order to provide timely and useful management information. Utilise benchmarking data to assist with the appraisal of operational performance.

- Manage and develop the functionality of the system used for corporate performance and ensure this is embedded across the organisation.

- Lead on the provision and enhancement of corporate reporting – including the corporate strategy, regular reports on progress and performance to SMT, the Authority and the Local Pension Board, and co-ordination of the Authority's annual report.

- Make use of all tools available to provide business intelligence and insight to identify opportunities for corporate and service improvement and enable the Authority to make more data-driven decisions.

- Improve understanding of performance management and data analysis across the Authority providing training, advice and support to other teams.

- Take proactive measures to address challenges and foster a culture of continuous improvement.

Key responsibilities relating to Programmes management:

- Ensure that the organisation and its managers are well equipped to deliver projects successfully. Maintain the SYPA project management toolkit and support individual project sponsors and lead officers to scope, plan and monitor the delivery of projects contained within the Corporate Strategy and other parts of the corporate planning framework.

- Be responsible and accountable for the application of effective project management methodologies to all major projects and use your communication and interpersonal skills to ensure that all relevant stakeholders are fully engaged throughout. Be a principal source of advice to colleagues throughout the organisation during all stages of projects.
- Co-ordinate, monitor and report on the overall programme management of projects across the organisation, to enable the most effective use of limited specialist and financial resources between projects.
- Provide clear, transparent and timely reporting of progress on the delivery of projects, highlighting risks and issues and making recommendations as appropriate.

A manager of people is expected to be a role model, leading by example in line with the values and behaviours of the organisation, and to support and encourage those individuals for whom they are responsible; to manage workloads, motivation and morale across the team, driving continuous improvement.

SECTION 4 Team Context

The Programmes and Performance team is a small team, part of the Governance service, and was created to:
- Provide and apply expertise to support robust, data-driven performance management and reporting.
- Draw together performance data from a range of different sources and systems and turn it into management information to support effective decision making and continuous improvement.
- To support the monitoring and ongoing development of the Corporate Strategy.
- Provide a consistent approach to the management of projects and programmes across the organisation through work with individuals and teams across the organisation.
- Ensure effective reporting of project delivery to allow remedial actions to be identified early where necessary.
- Provide a discipline within the organisation to ensure that projects stay within their scope and are closed once their scope has been delivered.

SECTION 5 Line Management

Directly responsible for 1 x FTE member of staff.

SECTION 6 Role Summary

Roles at this level typically lead and manage the work of larger teams, or a grouping of two or more smaller teams with a common theme. Alternatively, they may be professional roles undertaking research and providing complex advice and/or managing specialist projects. They will plan and ensure progress within established procedures and policy and respond effectively to changing priorities and different situations. They will work closely with customers, staff, partners, third parties, agencies and/or contractors and have a primary role ensuring their services achieve the agreed service standards in a cost-effective way and improve quality standards. Forward planning could be for months ahead, and the role will contribute to longer-term development. Work requires the consideration of future implications beyond the immediate problems and may involve the creation of new approaches and procedures to solve the problem.

SECTION 7 Budget Responsibility

None directly but responsibility for compiling business cases to justify efficiency gains, for example through the purchase of new software and systems.

SECTION 8 Representative Accountabilities

Analysis, Reporting & Documentation
- Assess or conduct analysis, presenting results and putting forward recommendations on managing more complex situations to support decision making.
- Analyse and make recommendations for improvement or development of existing systems, processes, or policy.

Service Delivery
- Maintain, develop, and review systems, processes, procedures and working methods to maximize service delivery, quality, efficiency and compliance.

- Provide specialist/professional advice and recommendations within defined policy/strategy and procedures to support informed decision making.

Planning & Organising
- Plan workloads and secure resources to enable the team/s to achieve a quality service.
- Lead projects and reviews within a defined area of work as directed by Manager to support and enhance service delivery.

Work with others
- Liaise, communicate, and build relationships with other internal departments, customers, partner organisations, agencies and/or contractors to support and represent the team/service.

People Management
- May manage a team operating in a well-defined specialist area or oversee the delivery of a range of support services to a service or function.
- Monitor and support the performance management and development or team members to ensure that individual contributions are maximised. And/or
- Operate as an individual responsible for the delivery of a high level of service.

Organisational
- Values - To uphold the values and behaviours of the organisation in self and others.
- Equality & Diversity - To work inclusively, with a diverse range of stakeholders, and promote equality of opportunity.
- Health, Safety & Wellbeing - To maintain high standards of Health, Safety and Wellbeing at work and take reasonable care for the health and safety of self and others. To have regard to and comply with the safeguarding policy and procedures as appropriate.

SECTION 9 Education, Knowledge, Skills & Abilities

- Degree or equivalent, or significant vocational experience showing development in a series of progressively more demanding relevant work/ roles.
- Expertise and experience in the analysis and reporting of management information and performance indicators.
- Proven ability to plan, execute, control and close projects and to manage multiple projects simultaneously with minimum supervision.
- Knowledge of principles, practices, policies, and procedures relating to business planning and financial and organisational change management.
- Proven written and oral communication and interpersonal skills with the ability to work collaboratively with internal and external partners/ professionals.
- Excellent ICT skills, including demonstrable knowledge and ability to use a range of software, including MS Excel and performance management systems for data analysis, visualisation and presentation.
- Proven problem-solving skills with the ability to exercise high levels of initiative to devise and implement workable solutions.
- Highly numerate with ability to analyse and present complex data and produce high quality reports for a range of audiences.
- Previous management experience including staff supervision, development, and organisational skills.
- Ability to train staff would be an advantage.

SECTION 10 Specific Qualifications and/or experience

- Demonstrable knowledge, understanding and practical experience of recognised project management methodologies is essential, a project management qualification is desirable.
- Substantial experience of engagement with a range of teams and stakeholders where influence, negotiation and persuasion are needed to achieve successful outcomes.

SECTION 11 Values expected to be demonstrated at all times

HONEST & ACCOUNTABLE:

Telling it like it is, and taking responsibility for our actions even when we have made a mistake.

PROFESSIONAL:

Being highly skilled and competent and managerially applying rationality to decision making processes.

PROGRESSIVE:

Welcoming of change, while taking sensible risks and learning from our mistakes and from others.

EMPOWERING:

Providing the freedom for individuals to identify and implement solutions to problems.

SECTION 12 Management Behaviours Expected to be demonstrated at all times

Management Behaviours	Demonstrated by:
We model positive behaviours to each other and to all staff	• We regularly offer encouragement and praise for positive behaviours • We challenge inappropriate and unacceptable behaviour • We give and receive authentic feedback • We hold staff to account for their performance
We take responsibility for improvement - within a clear framework	• We get on with making improvements and changes rather than wait for permission (within a clear advice frame that sets out what we can get on with and what we can't). • We trust people to do their job, we don't micromanage. • We give a heads up when we plan something new, we speak up early when there is a problem or when things aren't going well. • When something doesn't go well, we look for what we can learn and what we can do differently next time.
We all get behind a common goal	• We have a clear vision that sets out what our goals are and clear priorities which set out what our most important changes are. • We make the time to understand what we need to do to contribute to that vision. • We work together across the organisation and contribute to the organisation as a whole. • We challenge and question rumours and use discretion in sharing what gets discussed amongst managers.
We involve and engage people in decisions that will affect them	• We keep people in the loop about things that will affect them. • We seek and value the opinion of the people we manage and of other teams. • We take the time to set out plans then listen to the concerns and recommendations of those involved as to how we can strengthen those plans. • We communicate regularly and clearly to all staff.

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