



LONDON BOROUGH OF MERTON

CHILDREN, LIFELONG LEARNING AND FAMILIES DEPARTMENT

JOB DESCRIPTION

POST TITLE: Service Manager, Performance and Analysis

Grade: ME15

**DIVISION/SECTION: Strategy, Commissioning and Transformation /
Performance, Improvement and Partnerships**

Location: Civic Centre, Merton

Responsible to: Head of Performance, Improvement and Partnerships

Responsible for: *Performance Analysts and other performance staff as required*

Post number: M2007848

Date: October 2019

1. MAIN PURPOSE

- 1.1 The Service Manager/s for Performance and Analysis within the Performance, Improvement and Partnerships Service oversee the work of the performance and intelligence team that will be responsible for meeting all the statutory and corporate performance, information and analysis needs of the Council's Children, Lifelong Learning and Families Division. The key requirements will be the need to ensure that a robust and statutorily compliant performance management framework is in place, that routine performance information, intelligence and analysis is produced and that this is used to inform senior leaders and Members of areas of concern, and that remedial action is taken.
- 1.2 This role will manage the rolling programme of performance and needs analyses and work closely with senior leaders and commissioners to ensure that these are used to inform the strategic approaches of Children, Lifelong Learning and Families and commissioning strategies. A key requirement of this post holder will be to ensure that appropriate techniques – such as infographics and data-visualisation – are used to communicate complex data simply and effectively. The

post holder will be required to brief senior leaders and Members alike and will be required to produce briefings on a wide range of issues relating to the effective functioning and discharge of statutory duties of the Children, Lifelong Learning and Families Division.

- 1.3 The post holder will be responsible for leading and advising on the development and continual improvement of the performance intelligence functions of the electronic case management systems which exist or are required across the Children, Lifelong Learning and Families Department ensuring that statutory and Council requirements are fulfilled. This will require participation in the management of providers of information services that are commissioned externally.

2. MAIN DUTIES AND RESPONSIBILITIES

Performance and Analysis

- 2.1 Lead a team of Performance Analysts ensuring that the statutory, Council and service level performance, information and analysis needs of Children, Lifelong Learning and Families are met.
- 2.2 Lead on the development of a rolling programme of education, children's social care and youth offending performance and needs analysis and ensure that these are statistically sound, meaningfully interpreted and, in conjunction with the senior leadership team and commissioners, ensure that they are a routine part of the performance and commissioning cycle and used to inform the development of strategic approaches and long-term commissioning strategies.
- 2.3 Lead on the development and production of a robust and interactive Children, Lifelong Learning and Families performance management framework, ensuring that is consistent with all statutory reporting duties, the wider framework for the Council and reflects the Councils' vision.
- 2.4 Ensure that daily, weekly, monthly, quarterly, and annual performance information and statistics are collated and used to support continual service improvement, including challenging providers – both internal and external – where performance is unsatisfactory, and overseeing improvement plans where required.
- 2.5 Lead on ensuring that complex statistical analysis, including demand modelling, is conducted and that this is presented in an accessible, meaningful way – using infographic and data-visualisation techniques.
- 2.6 Lead on the collation of management information and performance reports and ensure that these are presented to senior leaders, Members, and other key stakeholders on time, in a way that easily conveys key messages.
- 2.7 Commission, where required, external performance and intelligence provision and effectively manage the relationship with the suppliers of these services.
- 2.8 Maintain an ongoing overview of the position of Children' Lifelong Learning and Families services in relation to statutory reporting requirements, inspection regimes, developing and monitoring action plans where required.

- 2.9 Produce monthly, quarterly, yearly and as requested assurance reports regarding the efficacy of arrangements for the Council to discharge its' statutory functions for Children, Lifelong Learning and Families.
- 2.10 Play a key role in ensuring that statistical and performance intelligence is used in the designing of services – both internal and external – and lead distinct performance improvement projects where required.
- 2.11 To produce policy and statistical briefings as and when required concerning a range of topics such as legislative change, national policy change and evaluating the impact of shifts in Council policy and briefing senior leaders and Members as required.
- 2.12 To deputise for the Head of Performance, Improvement and Partnerships where required.
- 2.13 Assist with Children's Lifelong Learning and Families liaison and maintenance of good relationships with organisations who 'buy-back' the Council's performance intelligence services, other Council departments and partner agencies.
- 2.14 To be compliant with the Council's Confidentiality, Data Protection, and Data Security policies.
- 2.15 To carry out any other duties which are commensurate with this post as may be required.

People

- 2.16 To effectively manage a team of officers within the Performance, Improvement and Partnerships Service ensuring a high level of performance and compliance with Council HR policies.
- 2.17 Ensure that staff assigned (directly and indirectly) understand the priorities, objectives and policies of the Council, Children, Lifelong Learning and Families Division and can successfully implement decisions.
- 2.18 To understand and value the benefit of strong teamwork and to foster this. To develop a teamwork approach, coach, train, develop and instruct staff to encourage better performance and ensure staff are aware of the significance of good statistical and performance analysis practice.
- 2.19 To be a participant in other teams, understanding the different roles and responsibilities of each and ensuring that work is effective with everyone.
- 2.20 To be an active, visible member of the Performance, Improvement and Partnerships Service, and demonstrate leadership in this role. Develop effective partnerships with senior leaders, peers, colleagues and all partners relevant to the functions of the Council and Children, Lifelong Learning and Families Division. Work well with partners, internal and external and service users to obtain, collate, analysis and provide performance information for relevant services.

Finance

- 2.21 To manage project and team budgets and work with colleagues in Finance to ensure that effective financial reporting is made to the senior leadership team ensuring that risks and issues are highlighted and addressed.
- 2.22 To drive increased value for money from commissioned services / providers.
- 2.23 To support the development and implementation of financial systems to support best value approaches and effective commissioning.

Customer Service

- 2.24 To support the provision of services that are fair and accessible to all, challenging existing practices that support the traditional culture and promote equality of service provision using good quality information.

Project Management

- 2.25 Undertake assigned projects, ensuring that agreed outcomes are delivered on time, within budget and to the expected standard.

General Accountabilities and Responsibilities (All roles)

- 2.26 Ensure compliance with statutory guidance, Ofsted requirements, appropriate legislation, Council Policies, the Council Constitution, Financial Rules, and other requirements of the Council.
- 2.27 Promote the development of a high quality, service needs-led team to comply always with the Council's policies and procedures, particularly those regarding Data Protection, Equalities and Diversity and Health and Safety.
- 2.28 Undertakes a proactive, committed approach towards the Council's Vision and Best Value ethos.
- 2.29 Ensure compliance with and actively promote the Council's Equalities and Diversity policies and strategies.
- 2.30 Ensure compliance with and actively promote Health and Safety at work legislation, Council and Departmental H&S policies and procedures.
- 2.31 Comply with the competencies and standard requisites agreed by the Council as relevant to your post.
- 2.32 Comply with the Data Protection Act 1998 (all employees of the Council will not disclose or make use of, for their private advantage, any information held on manual or computer records, which are not available to the public, however acquired).
- 2.33 Take responsibility for continuing self-development and participate in training and development activities.

The above-mentioned duties are neither exclusive nor exhaustive and the post holder may be called upon to carry out such other appropriate duties as may be required by

the Line Manager within the grading level of the post and the competence of the post holder.



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PERSON SPECIFICATION

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1. Knowledge

- Educated to degree level or equivalent relevant experience
- A strong commitment to personal development and continuous improvement of self and team

2. Skills

- Expertise in both the practitioner and business intelligence operation, requirements, functions and development of effective electronic case management systems used within the education and children's social care sector.
- Technical knowledge and skills to investigate, resolve, problem solve and implement changes to electronic case management systems used within the education and children's social care sector.
- Fluent in electronically accessing and using complex education and social care related data and data on the determinants of education and social care needs and demands.
- Effective use of intelligence tools including needs assessment, research projects, equity audits and impact assessments
- Excellent oral and written communication and presentation skills, with the ability to present complex information in user friendly formats with meaningful recommendations for a range of audiences including elected members and senior officers.
- Able to liaise effectively with managers at all levels of the organisation, to challenge practice and instigate change and improvement where relevant.

- Evidence of achievement in service improvement, strategic planning and responding to regulatory assessment.
- Evidence of improving performance and cultural change.
- Political awareness and understanding/ experience of working in a political environment.
- Ability to communicate, influence and negotiate at all levels of an organisation, including senior leaders and Members.
- Good knowledge of how to understand local needs and priorities of and how the partner organisations need to respond.
- Able to respond positively to change and support the implementation of new ways of working.
- Excellent organisational skills and ability to plan own workload, as well as the workload of team members.
- Adherence to the Data Protection Ability to respond positively to change.
- Able to work cooperatively and effectively within teams, across all departments and with partners.
- Able to establish and sustain positive relationships which generate confidence, respect and trust.
- Able to build and / or draw on local, regional and national networks to support and develop the Council and Divisions improvement plans and strategies.
- Able to establish and sustain positive relationships with externally commissioned providers and organisations which may 'buy-back' Council services.
- Excellent written, verbal, and drafting skills.
- Ability to write effective performance, statistical and policy briefs and other education and social care required documents.
- Fluent in modern techniques for communicating complex information, including in print, online and through use of other media.
- Excellent interpersonal communication skills and able to build and maintain effective business relationships with providers, partners, and stakeholders.
- Experience of producing engaging presentations for varying audiences.
- Demonstrate commitment to the Council's corporate objectives and an ability to model the behaviours explicit in the Council's organisational beliefs.
- Positive attitude to diversity incorporating commitment to equality in relationships and work tasks.

3. *Experience/Training*

- Knowledge of legislative, Council, Ofsted and DfE statutory and policy requirements in respect of the service area(s). Ability to develop a thorough knowledge of education and/or social care approaches and policy.
- Experience in the development and continual improvement of education and/or children's social care systems for the inputting, storing and dissemination of performance and intelligence information.
- Experience of supporting statutory data returns and supporting services during and in preparation for Ofsted's statutory inspection regimes.
- Experience of partnership/joint working and delivering outcomes with other public bodies, the voluntary sector and/or private sector.

- A proven track-record of producing and managing Performance Management Frameworks across education and/or social care and/or other Council Services.
- Experience of using performance, intelligence data and evidence to drive service transformation or change and improved outcomes.
- Experience of leading the analysis and interpretation of complex data to provide clear and meaningful recommendations for action which are implemented.
- Experience in using infographic and data-visualisation techniques for performance and intelligence reporting.
- Experience of strategic planning, the commissioning process, and performance monitoring and the development of strategies.
- Proven experience in the management of statutory data collections and submission of statutory statistical returns compiled accurately and submitted within timescales.
- Proven knowledge and experience of data security and confidentiality issues.
- Experience of staff management.

4. *Special Requirements*

- Flexible approach to working, attending meetings as required some of which will be outside normal working hours.