

Strategy, Communications and Customer Services

Head of Operational Customer Services
Job Description and Person Specification

May 2017

Job Description

Job Title:	Head of Operational Customer Services
Department:	Strategy, Communications and Customer Services
Function:	Customer Services
Team:	N/A
Post number:	SC9007
Grade:	LBR18
Hours/weeks: <i>E.g. 36 hours/52.14 weeks</i>	36
Base location:	Town Hall/Lynton House
Reports to: <i>Job title</i>	Operational Director Customer and Communications
Responsible for: <i>Job titles of direct reports</i>	<p>Head of Service with 3 direct reports within a service of c.70 people. Direct Reports:</p> <ul style="list-style-type: none"> • Customer Experience Manager • Telephone and Digital Contact Manager • Face to Face Contact Manager <p>Matrix relationship to:</p> <ul style="list-style-type: none"> • Intelligence hub – customer intelligence lead • Digital team - Channel Development Manager
Role purpose and role dimensions: <i>Overview of the job</i>	<p>Acting as the lead customer services professional, the postholder will provide operational leadership of Customer Services incorporating all aspects of customer service delivery.</p> <p>The role will include strategic input and tactical responsibility for delivering customer service on behalf of the council and partners. This will include external and internal customers across all access channels. This role is action biased and pivotal to the success of the wider corporate priorities.</p> <p>As the Council's expert on customer services you will be leading a large team of customer service professionals using enabling technology to its full potential in order to achieve high levels of customer satisfaction at a commercially competitive cost to serve. You will enable culture change throughout the council, providing a focus for customer services practice while identifying and supporting change in all service areas.</p> <p>You will ensure that Customer Services practice is informed by data and information which is gathered, investigated and analysed to provide full management information and performance metrics. You will lead the council's understanding of its own practice to ensure performance improves and demand is managed down effectively.</p> <p>The role will be responsible for the overall management of the Customer Service Delivery Team including effective performance management of staff to ensure an integrated approach to service delivery and consistent achievement of agreed service outcomes.</p>

Key external contacts: <i>Organisations</i>	Customer; local residents, businesses and others who want to access the council; voluntary and community groups; partner agencies and providers; contractors and consultants; relevant external professional groups.
Key internal contacts: <i>Job titles or groups of staff</i>	Members and Senior Officers in all departments across the Council.
Financial dimensions: <i>Budgetary responsibility & amount. Equipment, cash, property etc. for which employee is responsible.</i>	All customer services related staffing and services costs.
Key areas for decision making:	<p>Setting operation direction on customer services related matters.</p> <p>Approving proposals for changes to channels of access for customers, in delivering the channel strategy for the Council.</p> <p>Working with services and establishing the best approach to customer services and access to improve customer experience and provide cost effective access to services.</p> <p>Identifying investment and development opportunities to both drive down failure demand, reducing avoidable contact and reducing overall demand for council services where appropriate</p>
Other considerations: <i>E.g. working patterns</i>	<p>Occasional out of hours working particularly in respect of attendance at evening meetings.</p> <p>Working with Members to provide briefings and advise committees.</p> <p>Occasional acting up for the Operational Director Customer and Communications</p>

Key accountabilities and result areas:	Key elements:
Management of Customer Services Function	<p>This will involve:</p> <ul style="list-style-type: none"> • Direct responsibility for the management of all staff (c.70 FTE), contractors and consultants within the service, setting targets, monitoring performance and taking corrective action as required; • Direct responsibility for the management and monitoring of all customer services related budgets to ensure that the service delivers consistently within budget and meets all savings/income targets; • Setting the direction for the service through developing and championing a broad service plan and creating a high performance environment where staff are empowered to secure its effective delivery; • Establishing a 'single front door' to the council through effective omni-channel management; and • Explore and, where possible and appropriate, develop opportunities for the Council to sell customer services to partners and third parties (i.e. schools, Vision, health partners etc).

Set, implement and monitor policy and procedures	<p>This will involve:</p> <ul style="list-style-type: none"> • Lead the development and implementation of a clear Customer Services Strategy directing the approach to customer services that the whole council uses to improve customer experience and support the delivery of the Council's objectives and those of its partners; • Lead the strategic development and implementation of new operating models for customer services across the council and its partners; • Develop, implement and ensure that appropriate policies and standards are in place and are being used in which put the customer first wherever possible and the implementation of appropriate customer service standards across the Council; and • Ensure effective engagement takes place with genuine customers and services so that their views are central to any changes that are made, and that issues are identified and addressed at the earliest possible opportunity.
Lead the implementation and delivery of the Council's customer services function	<p>This will involve:</p> <ul style="list-style-type: none"> • Champion and lead the approach to creating and successfully delivering a single front door approach to customer contact managing the operational delivery of this effectively and to improve the overall customer experience; • Lead the on-going relationship management and engagement with services and partners in respect of the operational delivery of the customer contact channels, complaints management and associated service input; • Lead innovation and the development of new customer service strategy and practice to optimise the performance of the Council; and • Lead the continuous review of the Council's contact with customers to identify areas which could be considered for improvement and/or inclusion in the 'single front door'.
Drive the effort to change council culture overall to one that is highly customer focused	<p>This will involve:</p> <ul style="list-style-type: none"> • Ensure that all efforts are made to change the approach within all the council's activity to put customers first through leading the design, delivery and implementation of an overall cultural change programme; • Ensure appropriate learning and development opportunities are created to support this and that the content is highly relevant and driven by best practice in customer services; and • Support the identification and adaptation of innovative practice to drive culture change and service improvement in both customer services and the wider organisation.
Seek ways to further improve the customer experience	<p>This will involve:</p> <ul style="list-style-type: none"> • Work with the Intelligence Hub team to ensure that data is used to understand and predict where possible the nature of customer contact and improvement opportunities identified are acted on; • Work in collaboration with the Channel Development Manager to horizon scan and seek new and better ways of interacting with the council's customers which both improve customer experience and reduce cost, both contributing to and seeking the resources of the digital team to do so; • Work with partners to seek opportunities for further collaboration beyond organisational boundaries; and • Maintain and exploit strong external professional networks.
Customer Services' input into wider Council agendas	<p>This will involve:</p> <ul style="list-style-type: none"> • Provide Customer Services' input into broader Council delivery, initiatives and programmes of transformation activity, ensuring that the data from customer interactions is used to inform and manage down demand overall.
Other	<p>This will involve:</p> <ul style="list-style-type: none"> • All other duties commensurate with the grading of this post as directed from time to time by the Operational Director Customer and Communications.
General accountabilities and responsibilities	

Green Statement	<p>This will involve:</p> <ul style="list-style-type: none"> Seeking opportunities for contributing to sustainable development of the borough, in accordance with the Council's commitment to making Redbridge a cleaner, greener place to live. In particular, demonstrating good environmental practice (such as energy efficiency, use of sustainable materials, sustainable transport, recycling and waste reduction) in your job.
Data Protection/Confidentiality	<p>This will involve:</p> <ul style="list-style-type: none"> Complying with the Data Protection Act 1998 – treating all information acquired through your employment, both formally and informally, in strict confidence and in accordance with Caldicott principles. Complying with the Code of Conduct, other practice guidelines and the rules and protocols defining employees' access to and use of the Council's databases and systems. Any breaches could result in disciplinary measures. Maintaining client records and archive systems in accordance with departmental procedure, policy and statutory requirements.
Conduct and Whistleblowing	<p>This will involve:</p> <ul style="list-style-type: none"> Complying with the requirements of the Code of Conduct and maintaining high standards of personal conduct, honesty and integrity. You have a duty to raise any impropriety or breach of procedure to the appropriate level of management. Employees making such disclosures (whistleblowing) are protected and may make them without fear of recrimination.
Safer Working	<p>This will involve:</p> <ul style="list-style-type: none"> Commitment to safeguarding and promoting the welfare of children, young people and vulnerable adults. Where you work in such a post the Council will require a DBS Disclosure check and references will be taken up prior to interview.
Equalities	<p>This will involve:</p> <ul style="list-style-type: none"> Complying with the Council's strong commitment to achieving equality of opportunity and outcomes in its services to the community and in the employment of people. You are expected to understand, comply with and promote Council policies in your work, to undertake any appropriate training and to challenge any prejudice and discrimination.
Customer Care	<p>This will involve:</p> <ul style="list-style-type: none"> Complying with corporate and service area customer service standards and promoting the development of high quality, individualised and customer-led services.
Health and Safety	<p>This will involve:</p> <ul style="list-style-type: none"> Being responsible for your own Health & Safety, as well as that of colleagues, service users and the public. Employees should co-operate with management, follow established systems of work, use protective equipment where necessary and report defectives and hazards to management.
To contribute as an effective and collaborative member of the team	<p>This will involve:</p> <ul style="list-style-type: none"> Taking responsibility for continuing self-development and participating in training and development activities. Participating in the ongoing development, implementation and monitoring of the service plans. Supporting and contributing to value for money, service efficiencies and improvements.

Flexibility	<p>This will involve:</p> <ul style="list-style-type: none"> The above-mentioned duties are neither exclusive nor exhaustive. From time to time you may be required to undertake responsibilities outside the normal remit of your Job Description as required by the line manager, and are broadly within your the grading level and competence.
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Person Specification

Job Title:	Head of Operational Customer Services		
<i>Method of candidate assessment: A = Application form I = Interview T = Test. Weighting: 3 = most important, 2 = least important</i>		A - I - T	Weighting
Minimum education/ qualifications:	Good quality degree in relevant subject	A	3
Minimum experience/ knowledge/ skills:	Proven ability to successfully manage a modern customer services function within a similar organisation.	A-I	3
	Detailed practical experience of management of high volume Omni channel customer services environments, including digital, (web and social) telephony and face to face access channels.	A-I	3
	Detailed practical experience of managing the use of customer-related IT systems such as CRM and telephony.	A-I	3
	Experience of data-led and evidence based approaches to reducing demand.	A-I	
	Proven ability to undertake large-scale transformation and change programmes within a customer service environment, including digital-based change.	A-I	3
	Experience of user-led service redesign to transform a range of different services	A-I	3
	Experience in the supervision and management of diverse staff teams	A-I	3
	Ability to maintain financial information, ensuring financial compliance, monitoring and evaluation.	A	2
Minimum behaviours: Customer service	Experience of working within local government	A	2
	A clear commitment to excellent customer service with proven experience of having driven a customer focussed approach in similar roles.	A-I	3
Communicating and influencing others	Strong interpersonal skills, ability to form relationships at all levels and communicate effectively both verbally and in writing.	A-I	3
	Highly developed negotiation and influencing skills with a proven ability to secure the best possible outcomes for the Council.	A-I	3

Working together	Highly developed team working skills within a range of roles. Able to develop and lead high performing teams to achieve outstanding results.	A-I	3
Analysis and judgement	Direct experience of using data to drive investment programmes within property management environments.	A-I	3
Driving improvement	Direct relevant experience of driving an improvement programme within a similar organisation and an evidenced ability to deliver efficiencies within the portfolio whilst maintaining or improving effectiveness.	A-I	3
Adaptability	Highly flexible style and ability to respond to changing priorities.	I	3
Leadership and managing people <i>(for those with line management responsibility)</i>	An effective leadership style	A-I	3
	Ability to manage and supervise staff (including technical staff), consultants and contractors effectively.	A-I	3
Strategic perspective <i>(for senior management posts)</i>	Experience of translating strategic objectives into tangible actions which have delivered positive outcomes.	A-I	3
Special conditions:	Ability to work flexibly including attendance at meetings outside of normal office hours, including at weekends.	A	3
	Full UK Driving License and use of a suitable vehicle to attend meetings around the Borough.	A	2
Signature of Employee:	Name:	Date:	