

## JOB DESCRIPTION

<b>POST TITLE:</b>	Head of Customer Services
<b>GRADE:</b>	16
<b>DIVISION / UNIT:</b>	Customer Experience
<b>DEPARTMENT:</b>	Housing and Modernise
<b>REPORTS TO:</b>	Director of Customer Experience

### PURPOSE OF THE JOB

To be the principle lead and customer service professional for implementation of the Council's digital service strategy. Undertaking the strategic and operational leadership of the Council's Corporate Contact Centre including transformation of the customer service experience through effective delivery of the operational management of the Centre. Leading on the implementation of the Council's customer service strategy maintaining and building on the highest standards of customer service in line with the Fairer Future vision

Actively seeking out opportunities to improve the council's digital customer service delivery and shift customers from traditional contact methods to on-line service access. Responsible for the development and maintenance of service agreements and working relationships with partners and stakeholders, where services are delivered from the Contact Centre. Actively reviewing opportunities for development of the contact centre's activities. Responsible for managing the contact centre's budget (approx. £5m).

### PRINCIPAL ACCOUNTABILITIES

1. Pro-active and positive leadership both fair and consistent, motivating a diverse staff group in order to ensure effective operational delivery of services. To be the department champion for proactive learning and development management and delivery including career progression, coaching, mentoring, soft skills and technical skills training.
2. Measurable contribution to shaping the strategy for delivering services from the Contact Centre and to the development and implementation of the Council's customer service strategy.
3. The lead officer for achieving the council's vision and Cabinet led objectives to increase ease of access for residents and service users. Provide expertise and specialist customer service and digital advice to Members and Chief Officers on policy and strategy, and the implications for service delivery.

4. The responsible officer for achieving the council's performance targets for the contact centre including the effective transition of services to digital enablers. Ensuring Service Level Agreements with services and partners established and performance monitored and managed to meet agreed targets and objectives.
5. Lead on and deliver the strategic transformation of services through the successful implementation of technology for customer services council-wide. Identify digital integration of customer service processes and enhancement of the digital offering achieving online take up of services and reducing cost. Supporting customer's to take-up the on-line services moving from traditional contact methods to on-line service access.
6. The post holder will also act as the primary point of contact for a high quality, stable technology online service, which enables an efficient and reliable service for service users. Providing highest quality standards of customer care and service provision, consistent with the Council's Fairer Future vision of treating customers as we would a member of our own family.
7. To establish the Contact Centre as a centre of excellence deliverer of services which is both popular and integrated with council operations to deliver a seamless- service to customers, which meets the needs of a diverse community.
8. The lead officer for reviewing customer-facing aspects of strategic system technology within the contact centre. Ensure systems are fit for purpose and appropriately at the forefront of technological developments within the sector, best in class and leading edge.
9. Manage and deliver required outcomes for a portfolio customer focused IT and digital projects and provide high quality advice and support on major projects undertaken by the Council, which may have significant and long-term impact across the Council's finances and resources.
10. Deliver continuous improvements to our services in response to user feedback and requests, developing and delivering the changes and improvements necessary to provide effective, reliable, responsive services for users.
11. Effective relationships established with strategic directors, directors, service heads or partners where services are delivered from the Contact Centre.

12. Measurable contribution to financial strategy for the Centre covering income maximisation and effective management of allocated budgets. To seek to identify additional income generating opportunities by providing a contact centre service and other services on behalf of third party service providers in the public and private sectors.
13. To ensure that an emergency Out of Hours telephone service is maintained 365 days per year at all times when the Council's switchboard is closed.
14. Make arrangements for robust and well-rehearsed business continuity plans in the event of an emergency or disaster impacting the borough or London wide, ensuring the continuity of a contact centre services including the provision of a public telephone service.
15. Centre meets requirements of Health and Safety legislation and Council policy in all areas.
16. To perform any other duties consistent with the seniority of the role. Job context

The Head of Customer Services will have a key role in ensuring that the Division can deliver its services with a consistent and strong customer focus. The post holder will ensure that statutory, policy and good practice developments are reflected in robust systems and procedures and will take responsibility for monitoring compliance with these systems. Will be lead officer for development of the customer service and digital strategy in the contact centre, implementing technological developments enabling channel shift and step changes in the customer experience. The post holder will also provide a focus for the development of a strong customer service approach across the Council. Managing the contact centre's budget (approx.£5m) and achieving savings in line with Council requirements.

## Management Responsibility

- The post formally reports to the Director of Customer Experience.
- Manages up to 200 FTE permanent members of staff.
- Directly line manages Contact Centre Operations Managers and Performance and Reporting Manager.
- Responsible for managing the contact centre's budget (approx.£5m) and measurable contribution to financial strategy for the Centre covering income maximisation and effective management of allocated budgets
- Achieving savings in line with Council requirements.

## **Work Complexity**

- The post holder will make a significant contribution to the strategic development of the Council's approach to improving customer service, and using customer insight to develop and improve services.
- The post holder will be responsible for improving the Council's reputation with the resident groups and service users.
- The postholder will have a clear understanding of how to lead of digitally enhancing services providing ease of access, a better customer experience and reduced cost.
- The post holder will be required to undertake risk analysis on a continual basis and to develop rigorous and effective strategies to minimise the external risks.
- The post holder will be responsible for improving the Council's reputation through developing innovative and cost-effective approaches to resolving queries quickly and to the customers' satisfaction.
- The post holder will need to be able to understand and interpret complex legislation, prepare concise factual reports, provide options for decisions and where necessary effectively present these to the Senior Officers and Members.
- The post holder will be creative and analytical and make recommendations as to appropriate actions, including the payment of compensations modification of procedures and the dismissal of complaints.
- The post holder will lead on analysis of housing repairs data, identify where systematic failure has occurred and make recommendations and lead on implementation for changes.

## **Contacts**

- The post holder will work with other managers, Members, the Chief Executive, Chief Officers, Directors, Heads of Service and senior representatives of the Contact Centre on the development of effective processes and ensure that all services continue to evolve. Maintain robust management of customer contacts and the provision of meaningful feedback to ensure that translates into service improvements.
- The post holder will work closely with the Head of IT and digital services actively working towards implementation of the customer access and digital development strategies.
- The post holder will be required to maintain and promote liaison with internal and external stakeholders in order to enhance the Council's performance, reputation and image.

- The post holder will represent the Council at meetings ensuring that the Council's interests are properly protected.
- The post holder will also be in contact with external bodies including the complainant and organisations representing that person.
- The post holder will have direct contact with third party providers and contractors to ensure that the OOH and SMART processes are followed consistently.

### **Health and Safety at Work**

- The post holder is required to take reasonable care for the safety and health of themselves and others who may be affected by their acts; and to co-ordinate with management in the promotion and maintenance of health and safety measures.
- Establish the necessary procedures to ensure that adequate information, instruction, training and supervision is provided for all staff reporting to this post.

### **Equality**

- The post holder must demonstrate commitment and enthusiasm to promote the principle of equality in employment and service delivery. The post holder must be familiar with and promote the Equality and Diversity Policy.
- The post holder must promote equality in the workplace and set the tone for the behaviour between colleagues.
- To develop and maintain effective relationships with key partners, service providers, stakeholders and the wider community in order to facilitate the delivery of high quality services that meet user needs.

### **Performance Appraisal and Investors in People**

- The post holder must demonstrate commitment and enthusiasm to the Council's corporate objectives of performance appraisal and Investors in People.

### **Grade / Conditions of Service**

- Grade 16, set using the Council's local grading scheme.
- The employment is subject to a probationary period of twenty six weeks from your start date of employment with Southwark Council, during which time you will be required to demonstrate to the council's satisfaction your suitability for the position in which you are employed.
- Contractual hours of duty are 36 per week.

- The post holder will be required on regular occasions to work outside normal office hours e.g. to attend meetings
- The post holder must be prepared to undertake special projects on behalf of the Corporate Complaint Manager in connection with Best Value and other areas falling outside the normal remit of the post.
- This post is politically restricted under the terms of the Local Government and Housing Act 1989.

### **Performance Management for middle and senior managers**

- Taking responsibility to deliver successful conclusions
- A strong commitment to always doing what you say you will do
- Target driven and solution orientated
- Target setting which makes a positive difference to the customer experience
- Robust challenge of poor performance
- Constant striving for improvement
- Identifying digital service delivery opportunities
- Leadership which sets the example and modelling of positive behaviours
- Supporting individuals to fulfil their potential and celebrating success
- Benchmarking standards and looking to replicate excellent service delivery
- Innovation and motivation

### **Customer Focus**

- Right first time service delivery
- Can do attitude and demonstrable ownership and responsibility
- Passion Drive and commitment
- Service delivery which is focused on the customer and shaped by putting yourself in the customers shoes
- Strong communication skills and ability to communicate in a range of formats
- Strong commitment to corporate working, team working and joint working with internal and external stakeholders
- Flexible attitude, always prepared to go the extra mile

## PERSON SPECIFICATION

The person specification is a picture of skills, knowledge and experience required to carry out the job.

<b>Key:</b>	<b>D</b>	Desirable	<b>S</b>	Shortlisting criteria
	<b>E</b>	Essential	<b>I</b>	Evaluated at interview
			<b>T</b>	Subject to test

	Essential (E) or Desirable (D)	How assessed (S/ I/ T)
<b>Knowledge, including educational qualifications:</b>		
Evidence of continuing professional development	E	I
Substantial experience of working with Contact Centre, Customer Relationship Management and web based technologies	E	S/ I
Knowledge of the wider organisation and business context to enable effective contribution to operational and strategic issues	D	I
Knowledge and understanding of approaches and techniques to service and process improvement	D	S/ I
Understanding of mechanisms for performance improvement and business process reengineering	E	I
Understanding of the current challenges facing local government and the public sector generally.	E	I
Knowledge of the government's modernisation agenda and the implications for enhanced customer access and service delivery.	D	I
Knowledge and understanding of existing and emerging technologies that will have most impact on the delivery of on-line service access.	E	S/I
<b>Experience:</b>		
Substantial senior management experience managing complex front office services, delivering a range of services to diverse communities	E	S/I
Proven and relevant management experience gained in a similar role at senior level to bring about demonstrable service improvements.	E	S/ I
Experience of communicating effectively with customers and at all levels of the organisation.	E	I/ T
Experience of working in a service orientated sector where service excellence is paramount	E	I
Experience of driving change through business process improvement in a large organisation.	E	S/ I
Planning and organising own workload and those of the teams to achieve tasks within tight deadlines and changing priorities	E	I/ T
Experience of managing resources to ensure financial and service objectives are met within your own area	E	T
Experience of developing and implementing successful customer care strategies and standards.	E	I
<b>Aptitudes, Skills &amp; Competencies:</b>		
Ability to lead and develop a team, ensuring consistent performance and strong succession planning.	E	I
Excellent communication skills, with the ability to communicate orally and in writing to customers, to staff at all levels and to stakeholders.	E	I/ T
The ability to think, plan and act strategically.	E	T

Outstanding influencing skills. Passionate about customer service and able to enthuse others and negotiate with key stakeholders.	E	I / T
Identifies and resolves problems that have implications beyond their own service area.	E	I / T
A strong leader and team player who cultivates a culture of both individual and team responsibility.	E	I
<b>Special Conditions of Recruitment:</b>		
To work outside normal working hours as required, including responding to emergencies or attendance at meetings		
Must demonstrate an understanding of the issues relating to equal opportunities in service delivery and provision and to actively promote ways of eradicating racism, sexism and other forms of negative discrimination through the Council's policies and procedures.		
To comply with the Council's Health & Safety Policy.		

