



## JOB DESCRIPTION

**JOB TITLE:** Head of Customer Experience

**DEPARTMENT:** Customer Services

**REPORTING TO:** Director - Customers, Vulnerabilities and Governance

**RESPONSIBLE FOR:** Customer Service Delivery Teams including front line customer service staff (including Telephony and In person services) / Websites & Digital transformation manager / Complaints / contract managed external customer service provision / Digital skills / customer focused BPR and improvement/Cost of living/Poverty Reduction.

**GRADE:** 8

## INTRODUCTION

The Head of Service role is intended to have an emphasis on a balanced combination of professional and technical expertise and core management skills.

All Heads of Service will be expected to demonstrate their commitment to the values and role model the management behaviours. Heads of Service will lead their services efficiently and effectively, and be accountable for budgets, performance and service quality as well as leading their teams to ensure they enable their staff to grow.

Individuals will be expected to take responsibility for their own continuous development, engaging in a range of activity including horizon scanning, networking, training and updating in a variety of forms/formats.

## MAIN JOB PURPOSE:

1. Lead the continuing development and deployment of professional and technical expertise in a specific area, whilst actively managing an operational service through Service Delivery Team(s), keeping up to date with changes and innovations in their field and translate their knowledge and expertise into supporting innovative service delivery;
2. Collectively and corporately, work with their peer group, senior managers, teams and individuals including Councillors and partners, to integrate and transform delivery in order to improve outcomes for people and places in Babergh and Mid Suffolk.
3. Lead on key aspects of performance management – ‘the golden thread’ – managing individual and team performance to maximise and contextualise contributions.
4. Participate in the full range of organisational activity including the development of corporate strategic priorities, the interpretation and translation into service delivery and achievement of outcomes.
5. Ensure that the fundamental core activities are carried out well, teams are appropriately supported, and take pride in their core management skill.

## ACCOUNTABILITIES

Heads of Service must fulfil the following key roles and responsibilities. They will:

- a) Provide expert professional, operational and technical management advice, support and guidance to Management Team, Members, peer Heads of Service and Service Delivery Teams.
- b) Collaborate with other Heads of Service to ensure consistency of operational delivery.
- c) Participate fully in change management processes to ensure that initiatives achieve anticipated service improvements.
- d) Work with communities/customers to provide good support/services, often working on cross-cutting initiatives to fulfil out 'locality' role.
- e) Support the Management Team and Councillors in developing and managing external and partnership- based relationships, ensuring that the reputation of both Councils is continually enhanced.
- f) Effectively manage resources including budgets, staff, information and intelligence to ensure efficient and effective service delivery.
- g) Professionally lead the teams in a way that allows for flexibility where appropriate and enables individuals to grow and develop, reducing the level of command and control, and delegating effectively.
- h) Lead a range of projects and programmes, as discussed and defined with Assistant Directors/Management Team – these may be cross-cutting and/or service specific.
- i) Participate in the development of corporate strategic priorities and determine with Assistant directors the specific operational activities needed to deliver strategic objectives and outcomes.
- j) Work in partnership as required, developing relationships that are in the Councils' interests and benefit communities/customers, maximising the benefits of joint and collaborative approaches – supporting both strategic and operational priorities.
- k) Be an Ambassador for the Councils, promoting Babergh and Mid Suffolk as a place, and helping to develop strong communities.
- l) Provide leadership, delivery and embed the Customer Strategy, organisation wide, therefore ensuring that the Councils can meet one of its key strategic priorities of 'Customers' supporting the Corporate Plan.
- m) Lead and manage all aspects of the corporate Customer Service delivery teams in the most efficient and effective way, ensuring that the corporate team are professional, skilled, valued and provide high quality customer services. To do so across all channels including in person, telephony and web based.
- n) Lead and deliver a programme of Customer Transformation that fundamentally reviews customer processes and transactions across all service teams, and that focus by default on introducing high quality digital services across both Councils, improving the customer experience, making efficiencies across the Councils and realising benefits (including financial).
- o) Ensure that our customers can gain information and access services 24/7. Provide a tailored approach to our services to meet the needs of our most vulnerable customers and that we encourage and enable those who can to self-serve. Instigate and lead 'digital skills' programmes of work, working in partnership with other public and private sectors across Suffolk to raise digital skills and improve access to public services.
- p) Lead the Councils to improve and fundamentally embed a customer service ethos,

identifying opportunities to provide holistic and joined up customer services whereby we listen, engage and understand the issues and resolve contact at the earliest opportunity, including introducing service areas/teams into the corporate Customer Service team. Responsible for categorising and improving customer processes across the organisations, instigating and providing a framework for BPR through the customer lens.

- q) Provide expert strategic advice/support across all customer focused disciplines, taking opportunities to develop new strategies and operating models to improve customer experience across the Councils and wider. Identifying across the Suffolk system opportunities and benefits to work in partnership to deliver a range of customer focused services across the full range of channels. To develop and implement solutions that are flexible and responsive making best use of technology and are joined up.

### **Additional information**

Does this job require a DBS check? No

This job will participate in planning for emergencies in terms of response to or maintaining business continuity during an emergency. The jobholder will participate in training, exercises, response, recovery or other activities to support the councils' statutory duties in relation to emergencies under the Civil Contingencies Act (2004). It is expected that when requested to do so the jobholder will temporarily but immediately cease their normal role to support the emergency planning or response activity. Yes

The post is designated as being politically restricted in accordance with the term of the Local Government Housing Act 1989 and subsequent amendments. The effect of this is to prevent the jobholder from having any active political role either in or outside the workplace and automatically disqualifying them from standing for or holding elected office. No

This is not a comprehensive definition of the post. Jobholders are expected to undertake any work that comes with the remit of the post's main objective. This job description will be kept under review and may be changed at any time subject to consultation with the Jobholder.

## PERSON SPECIFICATION

The Person Specification focuses on the knowledge, skills, experience and qualifications and competencies required to undertake the role effectively.

<b>REQUIREMENTS</b> The jobholder must be able to demonstrate:	<b>MEASURED BY:</b> A Application form I Interview T/P Test/Presentation
<b>EDUCATION/TRAINING</b> <i>(Academic, vocational/professional and other training)</i>	
Educated to degree standard or with a comparable level of experience	A/I
Management qualification e.g. DMS or equivalent managerial experience	A/I
<b>KNOWLEDGE &amp; EXPERIENCE</b> <i>(e.g. report writing, office experience, Microsoft office)</i>	
Significant evidence of professional/technical expertise in at least one service they will be managing and having directly and effectively contributed technical and/or professional expertise to a significant initiative or project	A/I/T/P
Significant experience of successful partnership and/or collaborative working incorporating a range of organisations which may include the statutory, voluntary and community sectors, where successful outcomes can be evidenced	A/I
Significant experience of effective programme and project management incorporating multiple partners, and delivering tangible results	I/P
Experience of managing a range of resources including IT, budgets and funding streams	A/I
Considerable demonstrable experience of performance management in a range of settings, individual, team and external contracts: may be supplemented by commissioning experience/expertise	A/I

<b>SKILLS/ATTRIBUTES</b> (e.g. communication, interpersonal, decision-making, problem-solving, team player, reliable)	
Excellent and adaptive communication skills including experience of negotiating and influencing across multiple services and in challenging circumstances	A/I
Overt commitment to openness, inclusiveness and integrity evidenced in a range of working environments where highly effective working relationships have been built with Members, colleagues, partners and stakeholders	A/I
Politically astute, with significant previous experience of working with Elected Members in a range of local government environments	A/I
Tenacious and resourceful: can challenge with confidence, understands and can work with ambiguity	I/T/P
Can demonstrate success in motivating and developing teams and individuals, including evidence of effective delegation. Motivation of individuals and teams extends beyond those directly managing to build a customer focused organisation	A/I
Aptitude for commercial skills, and business acumen with a willingness to learn new approaches	A/I
<b>PERSON SPECIFICATION: SPECIFIC</b>	
Customer Service qualification desirable	A/I A/I
Success in managing complex change processes, programmes of work and projects within a similar organisation from a customer first perspective. That these have extended outside of directly managed teams, and have demonstrate impact organisation wide	A/I
Experience of managing multi customer service channels including website and telephony essential. Evaluation and analytical skills required to help identify trends, remove barriers, and inform future strategy and direction of travel.	A/I
Significant experience of leading high performing, multi-discipline teams that are customer focused. Making best use of and utilising appropriate and up to date technology to provide high quality customer services across a range of channels.	A/I
Extensive evidence and experience of developing successful partnerships to deliver improved customer experience utilising a system wide approach. Actively seeks out and collaborates to deliver improvements.	A/I
Evidence of using innovative solutions to address challenging issues.	

<b>BEHAVIOURS</b>	
Behaviours will be tested at interview against the Council's values (further detail below)	
Has a track record in continuous personal and professional development and an ability to encourage learning and development in others	I/TP
Can demonstrate a willingness to learn and take ownership for own continuous development	I/TP
Has a commitment to championing the values:	I/TP
Empowering, valuing and developing our people Valuing our customers Being open and honest Taking ownership Being ambitious	

<b>EQUALITY AND DIVERSITY</b>	
Considers and shows respect for the opinions, circumstances and feelings of colleagues and members of the public, no matter what their position, background, circumstances, status, appearance and whether they are one of the protected characteristics covered by the Equality Act 2010 (Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex or Sexual Orientation).	A / I



# Our Values

...we believe in





**OUR CUSTOMERS**



**BEING AMBITIOUS**



**TAKING OWNERSHIP**



**BEING OPEN and HONEST**



**OUR PEOPLE**





We empower, value and develop our people to work together as one dynamic and efficient team.

We care about delivering high quality, customer-focused outcomes with our communities and partners.

We are open, transparent and truthful.

We take pride in our work and take responsibility for our actions.

We are ambitious, inspiring our communities, taking pride in our places and striving for excellence.