

# London Borough of Redbridge

## Head of Customer Experience

### About Redbridge

Redbridge is home to 311,000 residents, more than 350 local voluntary and community organisations and thousands of businesses. We are among the fastest growing parts of the country and the third most diverse London borough. Our communities are attracted by a mixture of excellent schools, relatively affordable housing compared to other parts of London, high quality open spaces and rapid transport connections into the heart of the city.

Our population is getting both younger and older - driving increased demand in both adults and children's services. A growing population has placed huge pressure on a housing stock built for a different era. The pace of change to meet these challenges is phenomenal.

Alongside our values of **Collaboration, Honesty, Excellence and Fairness**, we have an ambitious strategic delivery plan to make Redbridge a great place to live.

## Job Description

<b>Job Title:</b>	Head of Customer Experience		
<b>Accountable To:</b>	Operational Director of Customer Experience		
<b>Grade:</b>	LBR21	<b>Salary:</b>	£81,435 - £84,630 inc. London Weighting
<b>Direct Reports:</b>	• TBC	<b>Total Staff &amp; Budget:</b>	TBC

### Purpose of the Role

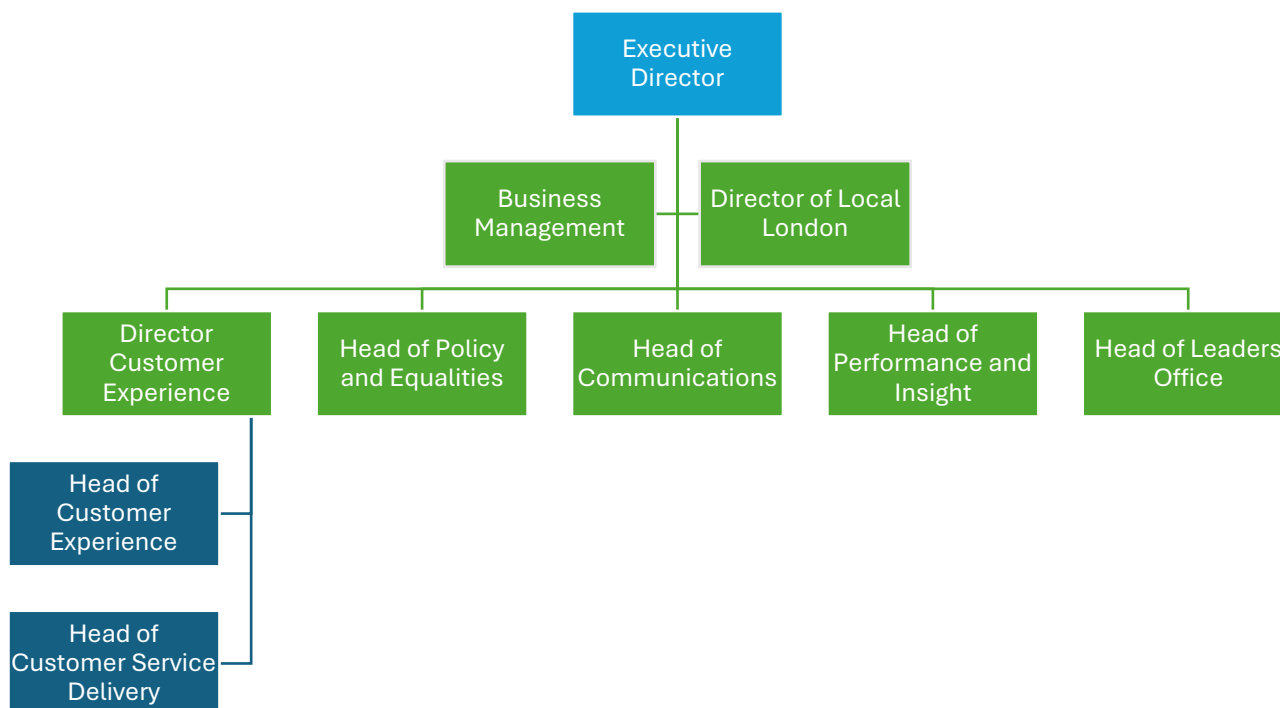
The Head of Operations (Customer Services) is responsible for the day-to-day management and continuous improvement of customer service delivery across the council. This role ensures high-quality, efficient, and resident led services across all customer contact channels, including face-to-face, phone, and digital. The postholder plays a key role in ensuring operational excellence, innovation, and compliance in service provision.

### Key Responsibilities

- **Operational Leadership & Service Delivery:** Lead the day-to-day operations of customer service functions (Contact Centres, Face-to-Face services including Engagement Hubs and Digital channels) ensuring consistent, high-quality delivery to residents. Maintain seamless service across multiple channels and touchpoints, maintaining a high standard of operational delivery aligned with council objectives and community expectations.
- **Service Performance & Quality Assurance:** Establish and manage performance frameworks to monitor service levels, customer satisfaction, response times, and resolution rates. Develop quality assurance programs to ensure operational compliance with service standards, regulations, and internal policies.
- **Team Leadership & Development:** Directly manage a team (circa 6) of operational managers/team leaders, setting clear goals, performance expectations, and development plans. Foster a positive, inclusive workplace culture focused on collaboration, accountability, and continuous improvement.
- **Customer Focus & Experience Enhancement:** Ensure the voice of the customer is embedded in operational decision-making. Champion customer feedback loops and complaint handling mechanisms to identify service gaps and develop improvements.
- **Technology Enablement & Channel Shift:** Work with IT and digital teams to implement and support technologies that enhance service delivery, including CRM systems, digital forms, telephony, and AI-assisted services. Drive digital channel adoption while supporting digital inclusion initiatives for vulnerable or digitally excluded residents.
- **Cross- Council Coordination:** Collaborate with other service departments (e.g. housing, benefits, waste, planning) to deliver joined-up services and consistent experiences. Ensure customer operations are responsive to changes in policies, programmes, or legislation affecting service demand or delivery.
- **Risk, Compliance & Business Continuity:** Maintain robust risk management practices for operational services, ensuring compliance with regulatory and legal requirements including data protection and equality standards. Lead the development of contingency plans to ensure business continuity in case of service disruption.
- **Reporting & Insight:** Produce and present regular reports to senior leadership and elected members on operational performance, customer trends, and improvement initiatives. Use data analytics and insight to anticipate demand, manage capacity, and inform strategic planning.

- **Budgetary Control & Resource Management:** Manage operational budgets, ensuring efficient resource allocation, cost control, and delivery within financial constraints. Identify savings opportunities through smarter working practices or economies of scale.

### Directorate Structure Chart



### Key Accountabilities

#### Customer Feedback, Complaint Resolution & Learning

- To manage the provision of **customer operational delivery across phone, face to face and community based** that contributes towards improved outcomes for residents, leading edge performance and better value for money.
- Manage and deliver a responsive approach to **customer interactions and queries**.
- Ensure **data accuracy, consistency, and reliability** across all sources.
- **Monitor and analyse customer interactions and feedback** to identify areas for improvement and implement appropriate actions.
- **Summarise complex information effectively** for senior officers and Members, highlighting key findings and implications.
- To provide **strategic, operational and motivational leadership of staff**, providing a visible presence and promoting a good working environment with the primary aim of delivering high quality services.
- To support the development and delivery of the **Digital First** corporate priority.
- Support the design and delivery of **service redesigns, integrations, and culture change**.
- Oversee the **digital delivery** of customer service and community level engagement activity with residents
- Develop and be responsible for a forward plan of **community-based customer services** using the engagement hubs and other relevant venues
- Oversee a modern and **effective website** that has excellent content
- Monitor **key management information** and performance indicators to support improvement, making this information open and available for key stakeholders, making statutory returns where required.
- To develop and manage **online content and online interactions** that achieve excellent service and customer outcomes

#### Corporate working

- **Identify best practice and recommend strategies** for implementation to enhance performance and service delivery.
- To promote and embed **collaborative working across the Council** in order to adopt best practices and develop broad perspectives on key issues that span multi-disciplinary and multi-agency perspectives.
- Foster a culture of **empathy, professionalism, and continuous learning**.
- **Brief and advise, as required, the Chief Executive, Executive Directors and other senior officers**, as appropriate.

#### Continuous Improvement

- Develop methodologies for **combining qualitative and quantitative data** to enrich insights and provide a more comprehensive understanding of performance issues.
- To communicate the **vision and values of the organisation to a broad range of stakeholders in order to champion better and joint ways of working** in order to promote innovative service delivery and a culture of transformational change and continuous improvement.
- Support a culture of **continuous improvement and innovation**, identifying opportunities for **income generation**, with plans for the effective implementation of **efficiency savings**.

#### Partnership delivery

- To actively seek opportunities for establishing, building and maintaining **successful relationships with partners, stakeholders and agencies** in the public, third sector and as appropriate, the private sector in order to identify opportunities to deliver services in an innovative way that secures a real improvement to public services and delivers efficiencies.

#### Politics and political interface

- Develop and maintain **effective working relationships** with elected Members.
- Promote a **culture of political awareness** amongst officers to help translate political will into appropriate future strategies and delivery of outcomes.

#### Good governance

- Work to ensure that **legal, financial, procedural** and other provisions governing the affairs of the Council, are properly observed and that appropriate action is taken to protect the best interests of the Council.
- Work to ensure that **risks** associated with Council activity are effectively mitigated, including the risk of fraud and corruption.

#### Public Ethics

- Ensure that fairness is observed in **equal treatment, equal opportunity, relational equality, and equity**.

#### Other Duties

- Support the Chief Executive in relation to **emergency planning** and resilience, providing support for the co-ordination of all measures to manage an emergency affecting the Council during the response and recovery phases.
- Demonstrate commitment and support for **safeguarding** the welfare of children, young people and adults at risk.

- Ensure all duties are carried out in **compliance** with the Council's financial regulations, policies for Diversity, Equal Opportunities, Risk Assessment, Health and Safety and all relevant statutory or professional requirements.
- Perform **any other duties** imposed by law, or which the Council may reasonably require.

## Person Specification

### Qualifications

- Qualified to Degree level (or equivalent experience).
- Membership of a relevant professional body.
- Evidence of continuous professional development.

### Knowledge

- Understanding of **customer service principles**.
- Understanding of effective development and delivery of **communication and engagement strategies** in a customer-facing environment.
- Essence of **public administrative law**.
- **The statutory role of local authorities and Head of Paid Service and the role of the council's core statutory officers** in assuring probity and propriety.
- **National and regional policy issues** which relate to local government.
- The **electoral basis of democratic legitimacy** and community engagement in the locality.
- An understanding of **tiers of government** and political differences between them.
- **Workforce best practice**, including planning, strategies, equality, diversity and inclusion and service-specific operational workforce plans.
- **Good governance principles** in the corporate and public sector, as well as internal processes of scrutiny and formal checks and balances.
- **Local Government financial management** – revenue, capital and investment/treasury, funding streams.
- Proportionality rules for political parties and locus of decision making (**constitution and statutory regulations**).
- An understanding of **party politics, its structure, organisation** and connection with local civil society.
- An understanding of the political **make-up of the Council and its committees**, the responsibilities of councillors in their various decision-making, scrutiny and community leadership roles.
- Relevant statute, including **Civil Contingencies Act (2004)**, **Social Value Act** and local authority responsibilities.
- **Representation of the People Acts** and relevant guidance from the Electoral Commission and the Ministry of Housing, Communities and Local Government (MHCLG).
- Local authority **safeguarding duties & responsibilities**.
- **Health & Safety** legislation.

### Experience

- Experience in **customer service complaint resolution**, service redesign and meeting resident/customer need across a range of service areas.
- Experience of the application of **digital principles and thinking to support customer journey**, service transformation and innovation.

- Creating a **positive culture of learning and improvement**.
- Experience of **partnership working and effective stakeholder engagement**.
- Experience of successfully leading and managing **high performing and multi-disciplinary teams** of professionals
- Substantial and consistent **managerial achievement** at senior level.
- Working in and adapting to a range of **political environments, holding regular conversations with Local MPs and political group leaders on the council's priorities for attention and action and discussions with all members** in their front-line community leadership roles.
- Inclusively **leading and motivating a diverse team**.
- Regular **engagement with statutory officers and chief officers** on changing political landscape locally and dynamics within and between political parties.
- Effective **budget management**.
- Effective **performance management**: reported metrics of relative cost-effectiveness to comparators.
- **Developing a street-level understanding** of a local area (its wards, districts, boundaries, and connections).
- Personal leadership in the achievement of **equal opportunity** in both employment and service delivery.

### Skills and Abilities

- Commitment to providing a **quality, effective and efficient** service.
- A high degree of **openness, honesty and personal integrity** with an ability to engender trust & confidence amongst peers, staff, residents & stakeholders.
- Ability to **manage calmly and with clarity of purpose** in highly visible and accountable circumstances.
- **Political acumen and sensitivity**, with the ability to develop productive working relationships with elected members.
- Have a clear, understandable and confident **communication style** and **negotiation skills** that foster team working and improves organisational effectiveness.
- Able to **deescalate tensions and de-personalise conflict** between individuals and parties
- **Data literate and excellent analytical and creative problem-solving skills**, holding a systemic understanding behind the numbers, with an ability to cut through to the root cause of an issue, including an ability to analyse, calculate and manage **risks**.
- Able to balance **management grip and empowerment** commensurate to risk and its mitigation through internal controls.
- **Situational analysis and understanding** in order to apply sound judgement and balance issues of risk with outcomes for the organisation.
- **Personal resilience** with the capacity to cope with ambiguity, uncertainty and pressure and the ability to work under public scrutiny whilst maintaining a sense of perspective.
- Personal commitment to **continuous improvement and the development of others**.
- Ability to meet **tight deadlines and prioritise** workloads.

### Additional Information

- The role will involve irregular working patterns and will require the post holder to be able and willing to work during these periods, including evenings and occasional weekends.  
*\*The salary scale is inclusive and recognises the volume of work in addition to and outside the Council's normal office hours required by the post*
- This post falls within the 'politically restricted' category under the Local Government and Housing Act 1989. The detail of the restrictions this places upon you are as outlined in the Statement of Main Terms and Conditions of Employment.