

London Borough of Redbridge

Head of Customer Service Delivery

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

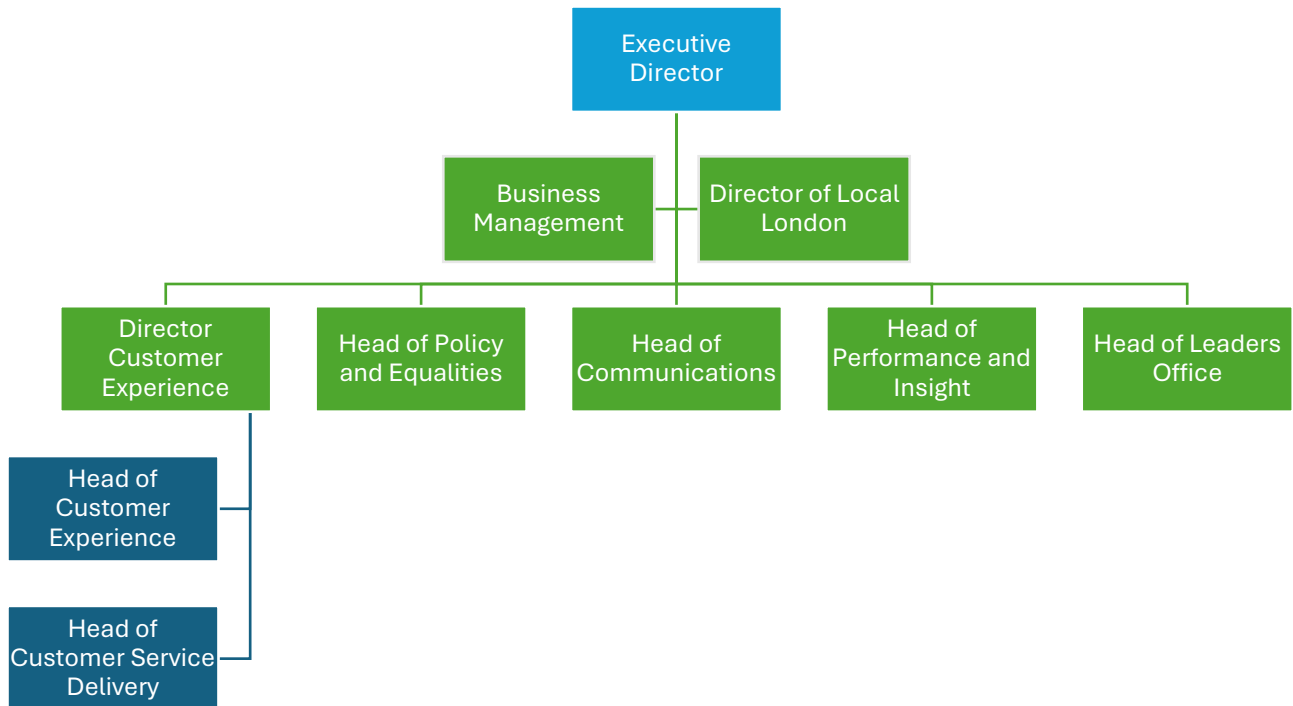
Job Title:	Head of Customer Service Delivery		
Accountable To:	Director of Customer Experience		
Grade:	LBR21	Salary:	£81,435 - £84,630 inc. London Weighting
Direct Reports:	• TBC	Total Staff & Budget:	TBC

Purpose of the Role

Reporting to the Operations Director Customers, Insight & Performance, the role will have a strong focus on creating coherent routes to tackle casework, complaints and FOIs. This is about a delivering a professional, 'right first time' service but also about enabling the organisation to work more effectively to increase levels of customer satisfaction and improve quality of the customer experience. The read across on data and insight will be central to this role.

- Leading an effective corporate lead for **'right first time' customer complaint management and resolution**.
- Being a **champion and advocate for the customer** and a positive, efficient customer journey.
- Being a **champion and advocate for learning, innovative practice** and future thinking in support of the Council's corporate ambitions and aspirations.
- Support the development and delivery of the **Digital First** corporate priority.
- Support the development of a Council wide **Data Strategy**.
- Providing **constructive challenge to and making recommendations for future service delivery**.
- Support 'channel shift', moving from a range of entry points to a consistent and **single 'front door' across all council service**, to drive efficiencies.
- To uphold the Nolan [Seven Principles of Public Life](#).
- Effective **resource management**, including prioritisation, resource allocation and controlled spending while investing and spending for long-term value as well as near-term cost/benefit.
- To model a **culture of openness, inclusivity, learning and public service** and assure effective teamwork and corporate working.
- Impartially engage in the **political interface** and overlaps of officers with councillors, codes, standards, protocols and respect.
- To observe good and effective **governance** across the organisation.
- To support a culture of **continuous improvement**, encouraging learning and curiosity.

Directorate Structure Chart



Key Accountabilities

Customer Feedback, Complaint Resolution & Learning

- To manage the provision of **customer complaint management and resolution** that contributes towards improved outcomes for residents, leading edge performance and better value for money.
- Manage and deliver a responsive approach to **Freedom of Information enquiries**.
- Ensure **data accuracy, consistency, and reliability** across all sources.
- **Monitor and analyse customer complaint metrics 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**.

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.