

Role Title	Customer Resolution and Service Improvement Manager
Job Family	Deputy Chief Executive
Competency Level	Principal Officer/Manager
Pay Scale	PO6
Purpose	
<p>To strategically manage and develop a professional service area ensuring the delivery of the service meets all Council, professional and legislative requirements.</p> <p>This is a varied role, vital to an expanding and changing business at an exciting time</p> <p>The areas of operational responsibility could include:</p> <ul style="list-style-type: none"> • Customer service including 24-hour call handling and channel shift • Libraries and face to face customer service including Registrars • Quality assurance and system and service development 	
Generic Accountabilities	End Results/Outcomes
<p>Plan and ensure service delivery within a diverse environment. Control activities within the service area and ensure professional standards are delivered.</p>	<p>The service is delivered to the quality, Council, professional and legislative standards required.</p> <p>Integrated service development and delivery is informed by client, partner and stakeholder views, latest thinking, good practice and legislative requirements.</p> <p>Corporate strategies are effectively implemented within area of responsibility.</p> <p>Service delivers excellent customer service and is responsive to and focused on changing customer needs.</p>
<p>Advise Senior Managers, Members and others on issues relevant to the service area. Provide professional challenge and advice to colleagues, managers and partner organisations.</p>	<p>Expert professional advice, interpretation, information, support and challenge are provided to Waltham Forest and external parties on the full range of operational, legislative and strategic issues within the field of expertise.</p> <p>Responses to major corporate or partner initiatives / complex operational issues are managed effectively.</p> <p>Major issues are managed through to a satisfactory conclusion with final decisions being made by Head of Service/Senior Management.</p> <p>Feedback and complaints procedures are developed and managed. Complaints are effectively resolved.</p>
<p>Lead on the development and delivery of continuous improvements in all aspects of the service.</p>	<p>Improvements are developed and delivered effectively.</p> <p>Stakeholder requirements are met.</p>

<p>Lead, motivate and develop staff to create and maintain a highly competent and participative workforce.</p>	<p>Instrumental in ensuring a workforce development strategy is designed and delivered, including induction of new staff.</p> <p>The team is highly competent, effective, motivated and outcomes focussed.</p> <p>Recruitment, induction, development, performance reviews, employee relations and all HR processes and planning is completed to the required standards and timescales.</p> <p>Effective team meetings take place to required timescales.</p> <p>Regular supervision is undertaken and clear objectives set and monitored through the Council's Appraisal process.</p>
<p>Identify, secure, deploy and manage the resources necessary for the professional service area to meet/exceed its objectives.</p>	<p>Resources including, equipment, people, and systems are utilised optimally and efficiently.</p> <p>Budgets are planned, developed and delivered. Value for money is maximised.</p> <p>Financial expenditure and financial integrity are controlled to assure regulatory and Council policy compliance.</p>
<p>Prepare and present a full range of reports (both standard and non-standard) covering area of responsibility.</p>	<p>Reports are prepared, distributed / presented to the appropriate committee/ to the required standards and timescales.</p> <p>Evidence based recommendations are made.</p>
<p>Ensure the successful implementation of health and safety legislation, policies and practices.</p>	<p>Risks to staff and others are assessed and managed.</p> <p>Suitable health and safety instruction and training are provided.</p> <p>There is a safe working environment.</p>
<p>Act in accordance with all policies and procedures which apply to the job and understand the reasons for this.</p>	<p>All policies and procedures are complied with in terms of service delivery & employee management.</p>
<p>Job Specific Accountabilities</p>	<p>End Results/Outcomes</p>
<p>Responsible for the operational delivery of high-quality customer focused customer resolution service for back office services of responsibility.</p> <p>Managing and monitoring the on-going performance and quality of customer services, taking responsibility for the development and continuous improvement of the range of services and their accessibility and efficiency; best use of</p>	<p>Customers are provided with a high level of service which is dynamic and can meet changing demands.</p> <p>Complaints are minimised and compliments are promoted.</p> <p>CRC technology and supporting systems are operationally managed to enable service provision.</p> <p>To respond flexibly to the developing needs of Waltham Forest and resident's expectations.</p>

<p>resource, systems and accommodation and value for money.</p>	
<p>To ensure operational plans are in place to maintain business continuity, information security and risk management of all services.</p>	<p>Risk to the Council is minimised and mitigation is in place.</p> <p>Customers service is maintained seamlessly to support the objectives and performance of the council.</p>
<p>To manage the on-boarding of services to the Customer Resolution Centre, ensuring required Service Operating processes, procedures, resources and technical IVR mapping are in place.</p>	<p>Services are incorporated into the Customer Resolution centre seamlessly in line with council standards and service requirements to ensure customers are provided with a high level of service.</p> <p>Financial budgetary requirements are provided for within service.</p>
<p>To manage and take responsibility for the Service Improvement office to develop the customer insight pipeline which prioritises and influences the approach to continually identify improvements. To support services demand to CRC & the Council's website, including service operating processes and IVR options</p>	<p>Service improvements are prioritised and pipeline developed to optimise demand efficiency and continuously improve customer accessibility to services.</p> <p>Standardised CRC policies and procedures are developed and maintained.</p> <p>Services within the CRC can see demonstrable improvements to support demand and customer experience.</p> <p>Relationship-building with service users and partners to develop "Digital by default" service provision across the Council.</p>
<p>Work closely in conjunction with the Head of Service to develop, implement and evaluate information and data capture strategies including customer surveys and feedback; working with key stakeholders and specialists including within IT, customer service and consultation functions.</p>	<p>To enable an holistic approach across the range of Customer services;</p>
<p>To undertake any other duties of a similar level and responsibility as may be required from time to time, working flexibly to support the peaks and troughs of the service.</p>	

Nature of Contacts

Frequent contact with Heads of Service, and senior representatives from external organisations in both the public and private sector, providing expert advice, guidance and support on complex issues.

Manage relationships with key stakeholders and delivery partners including negotiation of complex political issues / contractual agreements / amendments.

Develop sensitivity, persuasiveness, and negotiation and assertiveness skills to communicate with diverse audiences in emotive circumstances. Deal with people at all levels confidently, sensitively and diplomatically.

Provide specialist advice, guidance and support on issues within area of responsibility; develop and maintain joint working and promote the Council position.

Consult with stakeholders to identify requirements. Communicate changes in policy and working practice to contacts.

Procedural Context

Work within a policy framework and regulatory guidelines, applying knowledge of systems, procedures and best practice. Work to broad managerial direction, within a policy framework and regulatory guidelines, to ensure performance standards are met within a framework of policy and legislation.

Control the deployment and allocation of service resources within overall corporate and legislative framework. Accountable for the performance of the service area against agreed objectives. Develop service plan for area of responsibility and contribute to term wider service planning. Professionally accountable for interventions within area of responsibility.

Manage complex issues within a framework of policy and procedures. Creative and innovative problem solving of complex issues, often in situations where there is ambiguity and a significant degree of judgement is required in relation to risks outside the remit of existing policy. Think and act strategically in decision making in a complex professional and political environment.

Development of policies and procedures and strategy for own area. Lead in partnership development, working with a range of agencies and extended services to meet strategic, legislative and Government policy requirements.

Post holder will oversee operational decisions.

Post holder will normally report into Head of Service.

Key Facts and Figures

Responsible for operational leadership of service to serve customer demand across the borough, through all communication channels.

Work in a service which is available outside of core working hours including appropriate evenings and weekends. This will include the post holder working during these periods and supporting emergency response to local incidents as required.

Work at any of the Council's premises/locations according to service needs, or such other locations as may be reasonably required.

Monitoring and controlling major financial transactions /information.

Resourcing

Budget Responsibilities: Service Dependant – Delegated responsibility for project budgets.
Effectively control significant budgets/resources

Supervisory Responsibilities: Service Dependant- Manage teams of staff

Knowledge, Skills and Experience

- Strong leadership and motivation skills: Proven experience of leading and managing teams operating in a customer facing multi-channel / service environment.
- Excellent problem-solving skills
- Exceptional people management skills, must be a team player and be able to work collaboratively with and through others.
- Empowers employees by encouraging them to offer ideas about decisions that affect them.
- High level of professionalism, care and integrity, ensuring a positive image of the organisation is promoted at all times.
- Ability to build strong relationships
- Goal-oriented focus with the customer in mind.
- Forward looking with a holistic approach.
- Experience of managing projects, working to time, budget and quality in a large organisation.
- Experience of managing a mixed and varied workload of conflicting priorities responding effectively to the needs of all customers.
- Experience of report writing and communications for a variety of audiences, demonstrating numeracy and literacy, and applying expert knowledge.
- An exceptional communicator able to operate and empathise with stakeholders and project teams to influence and gain commitment to objectives.
- Excellent written and verbal communication skills, presentation skills, IT skills.
- Good time management skills.
- Experience in budget monitoring and preparation.

Indicative qualifications

Educated to degree level or equivalent standard

Evidence of Continuous Professional Development

The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities that may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.

The behaviours we look for in our leaders:

- Connects and aligns service strategy to wider corporate plan
- Develops a strong understanding of requirements of staff and customers
- Uses complex data effectively to harness and deploy meaningful insight
- Breaks down barriers and mindsets to promote collaborative working
- Recognises the ability of their service to impact positively on other services and divisions and pro-actively seeks to achieve this
- Understands how other services can impact positively on their service and seeks to enhance this
- Models a constant curiosity about how the service function and might be improved
- Analyses problems from multiple perspectives at pace and develops insight into core issues
- Weighs up options before deciding on the solution that will have the most strategic impact
- Pro-actively thinks about how to gain 'buy in' and persuade others of their solutions
- Remains positive and solution-focused rather than problem focused
- Demonstrates resilience and ability to adapt to fast-moving, changing situations
- Ability to maintain the balance between self and service needs to support the aims objectives and purpose of the council
- Seeks to quickly establish visible outcomes
- Communicates the project journey and outcomes effectively to key stakeholders
- Models a robust programme management approach to delivery
- Inspires and motivates others to deliver whilst maintaining challenge on performance (Supportive challenge/ ruthless compassion)
- Seeks out challenging work to develop staff