



LONDON BOROUGH OF WALTHAM FOREST

HEAD OF SERVICE, BUSINESS SUPPORT & CUSTOMER SERVICES

CANDIDATE BRIEF



“lead and develop teams to ensure the development and delivery of modern, digitally enabled services that prioritise customer experience.”

WELCOME FROM HAYS EXECUTIVE

HAYS Executive
23 Lower Belgrave Street
LONDON
SW1W 0NT

Dear Applicant

Head of Service, Business Support & Customer Services

Thank you for your interest in this exciting post. As part of a major transformation of how the Council engages with residents, delivers services and provides administrative and business support to staff, we have over the last few months been supporting Waltham Forest in appointing to a number of senior leadership posts in a new Business Support & Customer Services directorate. This post is the final piece in the jigsaw. As lead consultant for this recruitment it is my pleasure to provide you with more information. In this brief, you will find:

- A welcome letter from Martin Esom, Chief Executive
- Information about the Borough and the Council
- Information on the application process

A role profile is included in this pack. I would be delighted to talk further with you and can be contacted on 07872 672290 to discuss the opportunity on offer on more detail. Thank you again for your interest in this outstanding opportunity.

Kind regards



Mark Bearn
Business Director
HAYS Executive

WELCOME FROM MARTIN ESOM

Waltham Forest Town
Hall
Forest Road
Walthamstow E17 3UD

July 2021

Dear Colleague,

Thank you for your interest in a career with Waltham Forest Council. Since 2010 we have reshaped our Borough to deliver savings, improve services and invest in the future. This has given us the foundation from which we are now able to radically change the way we work.

We are rethinking our relationships with residents, staff, partners and businesses to shape our services and our collective future. This new approach is called 'Creating Futures'. To deliver our Creating Futures vision we want people who will think big and take charge of a positive future for our Borough, shaped and delivered locally.

Our ambition as an organisation is that everyone in Waltham Forest can lead a quality life. In order to achieve this we are focused on three clear priorities developed politically and driven by our residents:

- Keep Waltham Forest clean and safe
- Ensure a decent roof over residents' heads
- Improve residents' life chances

To deliver these priorities against a backdrop of disruption the Council needs a new and ambitious corporate strategy to help it radically transform the way it works and how it provide services. Creating Futures sets out how this will be achieved, with five driving principles that are intended to shape our council and everything we do:

- Our unique strengths: A commitment to building on our borough's strengths, making the most of the creativity and skills in our community, and our inspirational places.
- Return on investment: A relentless focus on getting the best return possible for our resources – financial or social.
- People focussed: Providing 21st century services that meet people's needs.
- New relationships: A new relationship with our communities to grow the role residents play in solving problems, making decisions and delivering services.
- New ways of working: creating an agile Council that is digitally driven and more commercially minded.

We believe that the answers to the challenges facing us in a period of constant and unpredictable change can be generated by the talent and entrepreneurship which exists in Waltham Forest. To access these talents, we will reframe our relationships with our communities and partners; consider how we harnesses new technology for the greater good; and make the most of the borough's amazing and unique assets.

Great progress has already been made in Waltham Forest in recent years with employment at an all-time high, high performing schools across the board, and average earnings rising higher than the London or national average. Between 2016 and 2017 alone the number of Waltham Forest businesses grew by 9%.

We need to build on these foundations and our people need to understand our resident's needs and find innovative ways to ensure our services deliver. We need people who can challenge themselves and those around them. If you think this is you, then I look forward to working with you in the future.

Apply today

Below you'll find details about our Head of Business Support & Customer Services vacancy. Take a look at if you want to make a difference in this most important borough.

Best wishes,

Martin Esom

**Chief Executive
Waltham Forest Council**



ABOUT WALTHAM FOREST

The Growth Borough

Right now Waltham Forest is at the forefront of regeneration in London. With culture at the heart of our place-making strategy, the borough has a distinct and rich heritage with the makers and creators and radical thinkers choosing to live and work here. We have an exciting programme of work planned for the next few years:

- We have redeveloped our iconic Town Hall Campus and are consolidating our sites to transform the way the council works.
- We are creating a new town the size of City of London in the south of the borough, made possible by our successful campaign to reopen a disused station.
- Around Blackhorse Lane area, our place shaping work is helping to build a creative industries hub to rival anywhere in London.
- And all this while delivering 17,000 homes over the next 10 years.



A Borough of Culture

Waltham Forest was the first London Borough of Culture. Inspired by the UK City and European Capital of Culture Programmes, the competition, launched by the Mayor of London, enabled us to make a difference and help us achieve our ambitions for a clean, safe and prosperous borough.

With a cultural heritage ranging from William Morris to Aisling Fahey, Meera Syal to Fleur East, Grayson Perry to Ashley Banjo, Matthew Bourne OBE to David Bailey CBE, it was an excellent opportunity to celebrate everything that's great about Waltham Forest and showcased what's unique about our borough.

We delivered a once-in-a-lifetime cultural programme of events that helped us build upon our proud traditions of creativity and entrepreneurship, to make our borough a better place.

ROLE PROFILE

Head of Service | Customer Service & Business Support Service Group

Role context

Waltham Forest's Customer Service and Business Support Service Group provides centralised corporate services and dedicated service based support across the Council, employing over 400 staff, 15% of the Council's workforce.

Our customer services function provides the Council's Customer Contact Centre, dealing with 50,000 calls per month, our libraries service (4 Library Pluses, 4 Library Locals; 100,000 visits per month) and our Registrars Service, including a commercially focused weddings service. We deliver and facilitate the majority of face to face and telephone contact with residents, including assisting residents with digital access.

We are also be home to the vast majority of administrative and business support functions for Council staff including those providing front line services. The ethos of the service is customer first. Through digitisation, modernisation and an unwavering commitment to customer experience, the service will support the ongoing transformation of the Council and enhance services to all residents and service users.

About the role

As part of the re-structure, a number of key leadership posts were created, which, reporting to the Director, contribute to the strategic direction of the service, develop the culture and ways of working that will underpin successful performance and lead and manage teams, projects and resources to deliver outstanding support to both internal and external customers.

In particular, you will drive modernisation, digitisation, efficiency and a commercial approach across your service areas. You will engender a customer first approach, placing customer experience at the heart of everything you do and ensuring the Council can deliver for the future.

Our heads of service lead teams and drive performance in the following areas:

- Corporate Business Hub
- Customer Resolution Centre
- Libraries
- Families & Homes Business Support
- Executive & Event Support
- Quality Assurance

What you will need to bring to Waltham Forest:

These are important leadership roles driving and improving services at the heart of the Council's delivery for the future. To succeed it is vital that you are able to evidence successful experience of leading, nurturing and developing teams delivering services to a wide range of customers.

You will be adept in delivering change and able to demonstrate the ability to lead important project work. Process improvement will be an important skill, supported by your natural curiosity and desire to achieve better outcomes for customers, whether they are internal or external. We are looking for people who are persuasive and influential communicators with outstanding interpersonal skills. Your background is unimportant and we are not necessarily looking for people

The behaviours we look for in our leaders:**Strategic Thinking**

- Connects and aligns service strategy to wider corporate plan
- Promotes wider corporate plan at service level and raises service profile
- Work strategically but balances this with an ability to identify and focus on operational detail by creating the structures and processes to facilitate this
- Develops a strong understanding of requirements of staff and customers
- Pro-actively looks to prototype new strategic ideas
- Uses complex data effectively to harness and deploy meaningful insight

Collaboration

- Identifies opportunities for inter-service working and external collaboration
- Breaks down barriers and mindsets to promote collaborative working and passionate about the impacts that systems wide solutions can have
- Explores issues and opportunities from all points of the systems and understands the wider benefits of their course of action
- 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 impacts positively on their service and seeks to enhance this

Problem Solving

- Models a constant curiosity about how services 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 other of their solutions
- Remains positive and solution-focused rather than problem focused
- Remains composed and focused when dealing with a large number of complex issues
- Remains persistent but agile in implementing solutions

The behaviours we look for in our leaders (cont)

Pace

- Seeks to quickly establish visible outcomes
- Communicates the project journey and outcomes effectively to key stakeholders
- Models a robust programme management approach to delivery
- Embraces and models expertise in modern programme management methodologies (Agile)
- Inspires and motivates others to deliver whilst maintaining challenge on performance (Supportive challenge/ ruthless compassion)
- Seeks out challenging work to develop staff

Political Insight

- Able to quickly learn about the political dimension of a local authority
- Demonstrates an understanding of the political fit of service priorities and plans at a local level
- Understands and models appropriate behaviours for engaging with Council Members (Trust, honesty, integrity, impartiality)

HOW TO APPLY

The closing date for applications is Monday 9th August 2021.

Application is by CV, supported by a brief statement (no more than two pages) of your suitability for the role. You should upload your application via the application portal; any difficulties, please email your application to mark.bearn@hays.com

For further information please contact Mark Bearn at HAYS Executive on +44(0)207 2598743 or email mark.bearn@hays.com