

Job Description

Job title: Head of Resident Contact	Service Area: Digital and Resident Access	
Division: Assistant Chief Executive	Post Number From Oracle	Evaluation Number
Grade: XXX	Date issued: January 2021 (consultation draft)	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise sound financial management, being honest about what we've spent and what we can afford.

We will focus on what we, uniquely, can do as the local authority as the democratically elected leaders of our borough. This means we will focus on our core services, and a small number of evidence-based outcomes that deliver our priorities. But we will also continue to use our democratic mandate to convene our partners around a common purpose and to make a clear case for a better deal for Croydon.

We will aim to become a much more transparent, open and honest council.

We will involve residents in our decision making. But we will also need to be clear with residents about what we can do, and what we can't. When we have to say no, we will do so with compassion and take the time to explain our decisions

Job Purpose:

As a member of the extended management team, the Head of Resident Contact will work collaboratively across their department and with other Heads of Service and directors to ensure the effective and efficient development and delivery of council services that, that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

This is a pivotal role in Croydon Renewal Improvement Plan in restoring trust with residents and getting the basics right.

The Head of Resident Contact will be responsible for shaping and driving the delivery of a new Resident Contact strategy across the organisation, leading Customer Services as it transforms to better meet the needs of our residents, stakeholders and internal customers. This includes – Access Croydon and, Croydon's Contact Centre (and pending Complaints and FOI teams). The postholder will drive forward and embed transformation to enable improvements around resident contact; face to face, telephone and online transactional services focusing on service improvement, customer satisfaction and maximising opportunities for residents to self-serve.

Reports to: Chief Digital Officer and Director of Resident Access (CIO/SIRO)

Responsible for: Leading, shaping and delivering the vision for Resident Contact. Managing the Contact Centre, Access Croydon, (and Complaints and FOI teams pending).

Corporate Accountabilities (all Heads of Service)

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a siloed, single division or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To contribute and lead as required as a project owner on the delivery and implementation of specific corporate projects as required .

To actively role model the council's priorities and ways of working and the council's leadership framework and values.

To lead, manage and develop staff teams and ensure compliance with the councils performance management system and all HR policies and procedures

Be accountable for associated budget and have affordable plans in place to deliver the annual budget and Medium Term Financial Plan.

Provide assurance that the services are compliant and performance monitoring is part of the corporate rhythm, and exceptions have robust action plans.

To operate within the governance, financial and legal frameworks of the Council at all times.

Ensure equalities is embedded into all aspects of professional and managerial roles, including service delivery and at all times carry out your duties with regard to the Council policy.

Ensure by robust management that the services and staff you are responsible for adhere to the Council's Health and Safety Policy and operate within the safety management frameworks.

To ensure the effective management of data and security of information received and used within the division, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

Participate in cross organisational risk management and emergency planning activities as required

Service Accountabilities:

Support the CDO/Director of Resident Access, working with fellow Heads of Service in the division, and learning from best practice in the sector to define and implement a new digital-first contact strategy for the council as a whole.

Redesign how face to face, phone and email contact is received, categorised and measured, triaged and routed and responded to from the frontline through to back office teams. This includes process, people, communications and technology.

Support the CDO/Director to conduct a review of existing resourcing and structures for managing contact in all its forms, including potentially merging existing separate contact teams, reviewing roles and structures, and adopting new design principles.

Work in tandem with the Head of Digital Services, Access and Reach to ensure continuous improvement of digital self-service products based on

feedback and failure demand metrics from resident contact, and to drive uptake of digital customer accounts and accuracy of the contact data and preferences we hold about residents.

Review and improve the Assisted Digital offer to residents, maximising opportunities to turn offline contact into opportunities to enable future self service and resilience among residents.

Manage and respond to online customer contact and user reviews of the council - including but not limited to Twitter, Google reviews, Trustpilot, Glassdoor.

Work with Heads of Service across the council to continuously "shift left" contact that could be handled by first and second line general enquiries teams through iteration of scripts, skills and knowledge.

Establish updated KPIs for resident contact and report regularly to DLT, CLT and relevant other boards.

Lead and manage a highly effective, customer-centric first-line resident contact service, ensuring the wellbeing, motivation and performance standards of staff with an effective programme of service training, skills and career development; and applying agile/kaizen methods to drive continuous improvement.

Be a vocal and visible champion within the organisation for excellence in customer service. Set, communicate and uphold high standards and principles for all council staff to aspire to for customer service.

Work with colleagues in HR to help reset organisational culture and instill these standards and principles.

Ensure that the work of the service complies with all relevant legislation and statutory guidance.

To work with all services to improve the customer experience through innovative and creative service improvements.

Work with the Head of Digital Operations to drive improvements in telephony and ICT infrastructure to support the new contact strategy and operating model.

To lead by example and effectively manage people, projects and budgets effectively at all times.

The list of duties in the role profile should not be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your

job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

Your duties will be as set out in the above role profile but please note that the Council reserves the right to update your role profile, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

Key Stakeholder Relationships:

Internal:

Councillors, Corporate Leadership Team, and Council Directors, Heads of service across the division and beyond. Internal expert teams e.g. Legal, Finance, HR and Communications

External:

Residents, Government Departments, National Consultation Groups, Strategic Partners, Other Local Authorities, Trade Unions, MPs, Partner Organisations, Professional Bodies, businesses, voluntary sector. Police, Housing Associations, Citizen Advice Bureau. Contractors and suppliers, Solicitors and legal representatives, Court Officials, MPs, The Ombudsman

Political Restrictions:

This post is politically restricted and under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside the work.

Statutory Responsibilities:

This role has no assigned statutory responsibilities, but plays a significant contributory part in the council meeting its obligations to vulnerable people under acts including the Care Act 2014, the Mental Health Act 1983 (as amended in 2007), the Mental Capacity Act 2005 and the Homelessness Reduction Act 2018.

Other Considerations:

You may, from time to time, be required to work outside of regular office hours including weekends and evenings to attend meetings and community events.

The postholder is required to observe and fulfill the seven principles of public life (also known as the Nolan Principles).

1.1 Selflessness

Holders of public office should act solely in terms of the public interest.

1.2 Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

1.3 Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

1.4 Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

1.5 Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

1.6 Honesty

Holders of public office should be truthful.

1.7 Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Person Specification

Specific Minimum Qualifications and Expertise

Qualifications:

- A professional or management qualification or educated to degree level or demonstrable equivalent experience.
- Evidence of continuing professional development, leadership and personal
- Management qualification or on the job experience supplemented with relevant training

Experience:

- Experience of managing change at a senior level
- Experience of strategy development
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- Experience of establishing and implementing business planning processes and performance management systems to ensure appropriate and cost effective service delivery.
- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- Demonstrable excellence in team management and service delivery in relation to the provision of customer orientated services that achieve successful outcomes.
- Track record in executing team and individual performance effectively
- Experience of working in partnership with a wide range of internal and external stakeholders / bodies including statutory bodies and organisations
- Use of customer insight to make improvements
- Preferably experience of having worked in an agile digital product development context

Knowledge and Skills:

- Exemplary empathy for service users
- Knowledge of the local government digital agenda including the Local Digital Declaration, GDS Service Manual and Service Standard
- Excellent knowledge of the concepts of digital-first service design, agile product development, failure demand metrics, and Government as a Platform, sufficient to be able to explain them to others.
- Understanding of user needs, user centred design, and how to break down needs and prioritise iterative improvements with digital teams

- Able to demonstrate ability to act as a service owner in a multidisciplinary, highly collaborative and fast-paced team
- Proven ability to set and evolve KPIs and metrics
- High level of communication skills to persuade and engage audiences and form positive relationships at all levels (internally and externally).
- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships
- Evidence of being a strong corporate player who will lead, motivate and inspire their teams and build a high performing culture.
- Ability to work effectively across a range of service disciplines and with a range of people.
- Knowledge of national legislation, policies standards and initiative relevant to local government and to this role
- Change management techniques
- Programme and Project management
- Financial planning, cost benefit appraisal, activity-based costing and budget management (capital and revenue)
- Experience of using Customer Relationship Management (CRM) systems
- Commitment to the Council's core value and objectives

Corporate Values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values and this will be assessed using the criteria below:



One Team: To cross boundaries to work together towards shared goals with colleagues, partners and communities

- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

Proud to Serve: We strive to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives through engagement and you strive to get the best possible value for money for customers.

Honest and Open: We work hard to build trust by treating everyone with honesty and integrity

- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

Taking Responsibility: We encourage and support each other to take responsibility and show what we can do, learning together and recognising each other's contributions

- You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions.

Valuing Diversity: We make the most of the many perspectives that make Croydon distinctive

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the Council and the community demonstrate.

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