

## JOB DESCRIPTION FORM

**Job Title:** Head of Service Customer Experience

**Job Holder:** New Post

**Reports to:** Service Director IT & Digital Services

### 1. Job Purpose:

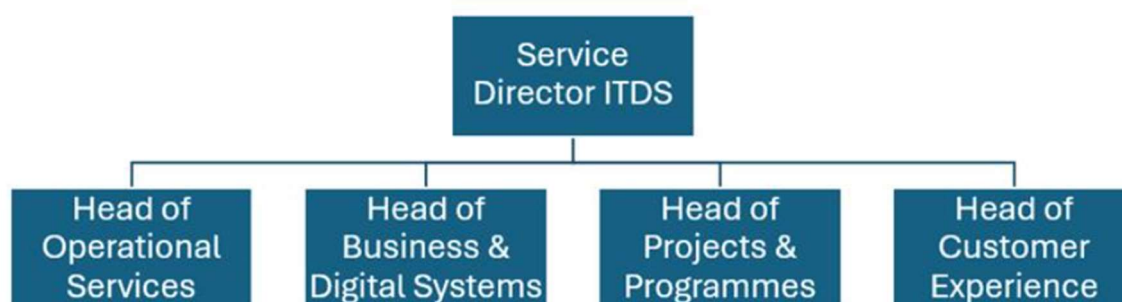
Acting as a professional lead and taking accountability for strategic direction and operational delivery for all matters within their portfolio of responsibility, the post is responsible for a range of Council services that includes, but is not limited to:

The role will need to identify the council's demand, adopting a 360-degree view of the customer, the needs and expectations of service users, analysing the current processes and performance, and designing and implementing solutions that can help the council to achieve its goals of delivering better outcomes, reducing costs, and increasing innovation whilst making it easier and enhancing service users' satisfaction

- Leading the customer optimisation work that encompasses all "front door" activity across the organisation.
- Providing strategic leadership and vision for the council's "front door"
- Working closely with the Data, Digital and Analytics programme to ensure that the customer optimisation work is aligned with the strategic objectives and priorities of the programme.
- Developing and implementing a customer experience strategy that covers the end-to-end customer journey.
- Influencing and designing the technical elements needed to support the customer experience strategy, such as CRM, forms, the website, omnichannel interactions including social media, AI and automation. An appreciation and knowledge of various technologies is desirable – the actual selection and implementation will be by a separate team.
- Collaborating with other stakeholders across the organisation and outside to ensure that the customer experience is consistent and seamless across all channels and touchpoints.
- Collaborate with comms on the website and social media to ensure a responsive holistic approach to customer engagement.
- Measuring and reporting on the impact and outcomes of the customer experience work, using data and analytics to inform decision making and continuous

- improvement to be an enabler for better prevention.
- Ensuring the Council fulfils its duties and functions in fulfilment of statutory obligations & the law in the operation of the services.

## 2. Organisation:



Interim structure position to show Head of Service Customer Experience. Future location of role may change with current consultation (February 2024)

## 3. Leadership and collaboration:

Lead a high-performing team of officers in communications, engagement, digital opportunities, complaints, and customer services

Lead, develop and deliver a communications strategy and plan that enhances Peterborough's reputation and stakeholder engagement and ensure they improve customer experience and council efficiency

Support in collaboration with Communications the Council's corporate brand and identity and ensure its consistent use across the organisation

Advise the Chief Executive, Corporate Management Team, Leader of the Council and Cabinet Members on key issues related to engagement, complaints and customer service

Lead the organisation in ensuring strategic communications, internal communications, publications, community engagement, events, marketing, digital and social media are aligned to the council's digital "front door" proposition.

Lead and champion an effective complaints service that manages, resolves and learns from complaints and customer feedback.

To provide an agile environment that can dynamically align to the corporate out-of-hours media relations service and enable effective communications and engagement management in crisis and/or emergency situations in collaboration with Communications.

To drive out the synergies between the combined communications and customer contact and complaints/Members Enquiries services, ensuring that the Council makes the most effective use of limited resources.

To drive out the synergies and coordination across internal stakeholders, including Elected Members, to enhance the full customer and digital experience and implement omni-channel customer experience strategies to drive adoption and upsell / cross sell opportunities.

Demonstrate compassionate and inspiring leadership, whilst providing strong and motivational leadership to drive continuous improvement, efficiency savings and higher levels of satisfaction for residents.

Actively understand the challenges faced by colleagues across the organisation to be able to support all ELT colleagues to deliver their objectives as well as those of the whole council and to be able to effectively contribute to the development and delivery of the Council's Corporate Strategy, Medium Term Financial Strategy and Workforce Plans.

Create a high-performance culture by providing strong and motivational leadership to drive continuous improvement, efficiency savings and higher levels of satisfaction for residents of the County. Actively promote the council's priorities and ways of working and the Council's values and behaviours to ensure they are delivered throughout the organisation.

Develop and implement effective communication and engagement arrangements with service users, stakeholders, communities, and partnership agencies to facilitate effective relationships that drive improvements in service delivery.

As a Senior Responsible Officer (SRO) or Sponsor of major programmes and projects of change and delivery, ensuring effective programme and project management approaches are applied, ensuring delivery to time, budget, and plan, managing risks and issues dynamically and ensuring benefits planned are realised.

Actively develop and maintain strong relationships with key external stakeholders in the public, private and community and voluntary sectors, to optimise opportunities for delivering services in partnership wherever this would generate improved outcomes, effectiveness, or efficiency.

#### **4. Governance:**

Understand and uphold the Constitution, Scheme of Financial Delegation and Contract Procedure Rules of the Council and ensure that they are followed throughout the directorate.

Support the democratic process, providing advice to elected members on the appropriate response to local and regional matters as well as the internal business of the Council.

Champion effective management of risk and the active response to audit findings in relation to service delivery. Be jointly accountable with others in the Directorate for the local risk register and any aspects of the corporate risk register and corporate risk framework of the

Council relevant to services areas that the postholder is accountable for.

Ensure that teams under the postholders sphere of influence fulfil their duties in relation to standards, complaints, and scrutiny, maintaining an open culture of transparency, accountability, and ownership, taking responsibility for mistakes, putting them right and learning lessons for future improvement.

## **5. Innovation:**

Lead innovative approaches from a “front door” perspective, promoting new ways of engaging with service users.

Champion innovation by being open minded to new and radical ways to deliver services, actively seeking out good practice from others to learn from to develop our own service design and delivery.

Promote a culture of continuous improvement by encouraging colleagues to share ideas, take appropriate risks, and recognising innovation.

Champion and embed a performance and quality assurance culture that delivers results through rigorous open challenge, personal accountability, and continuous improvement.

## **6 Equality, Diversity, and Inclusion:**

Promote an organisational culture that is positive, safe, respectful, and compassionate, as well as open to change and feedback enabling everyone to feel empowered and valued.

Act, always, in ways that create an inclusive environment where people can thrive and be empowered to do their best. Role model good behaviour and practice and proactively seek ways to ensure staff feel valued and develop a sense of belonging.

Demonstrate awareness of the diverse needs of our residents to inform the decisions made about the services we deliver and ensuring a robust approach to equality impact assessments and their application to employment, service delivery and policy development.

## **7. Finance:**

The post holder is directly responsible for £2m budget

The post holder will:

- continually review and reshape service delivery to achieve financial efficiencies and maximise opportunities for income generation, whilst maintaining the highest standards of service delivery
- ensure the effective management and deployment of all appropriate budgets in line with agreed financial processes, cash limits, and savings, including contract budgets for people services and pooled budgets where appropriate.

## 8 Staff:

The postholder will be ultimately accountable and responsible for the following teams:

- An evolved Customer services team encompassing all front door activities

## 9. Principal areas of accountability:

Leading the customer optimisation work that encompasses all "front door" activity across the council.

Working closely with the Data, Digital and Analytics programme to ensure that the customer optimisation work is aligned with the strategic objectives and priorities of the programme.

Developing and implementing a customer experience strategy that covers the end-to-end customer journey, from awareness to retention and loyalty.

Influencing and designing the technical elements needed to support the customer experience strategy, such as CRM, forms, the website, omnichannel interactions including social media, AI and automation.

Collaborating with other stakeholders across the organisation and outside to ensure that the customer experience is consistent and seamless across all channels and touchpoints.

Collaborate with comms on the website and social media to ensure a responsive holistic approach to customer engagement.

Measuring and reporting on the impact and outcomes of the customer experience work, using data and analytics to inform decision making and continuous improvement.

Input into the website team to ensure the council's website as a key platform for service delivery and communication

Monitor the Complaints service performance and standards and liaise with external stakeholders as needed

Use complaints and enquiries data to drive customer intelligence and improvement

Adopt a commercial approach to improve and optimise processes, structures, policies, technology and working practices

Deliver a dynamic and innovative customer contact services that is channel agnostic providing the same service regardless of channel used

Enhance customer experience by fully utilising emerging technology solutions and communication channels to reduce reliance on phone and in-person contact (such as through dynamic CRMs, Chat bots, intelligent automation etc)

Represent and advocate for local people, ensuring their views are heard and acted on

Support department's to understand their "front doors" ensuring a consistent clear feedback loop to enable the "front door" and the service to dynamically make changes depending demands and needs.

Commission and oversee customer feedback through surveys and report outcomes to through performance CLT and Cabinet

Benchmarking to other councils always making sure we are implementing best practice in terms of VFM and experience

Incorporate customer voice into the Council's improvement and digital roadmap in collaboration with peers and stakeholders

Provide inspiring leadership that is customer driven, proactive, flexible, facilitates workable solutions and supports the Council in the achievement of the corporate plan.

Accountable for the delivery of the Council's Customer Engagement Strategy, ensuring that the action plan is appropriately robust and achievable, and that an ongoing programme of development and future strategies are developed.

Drive the implementation and establishment of digital cultural change, enabling the Council to effectively enable and gain the best results from its workforce and citizens to engage in a digital way.

To develop and maintain a positive working environment encouraging active involvement of staff in shaping the development and delivery of capable and timely services and promotion of equal opportunities.

Accountable for the achievement of service performance, ensuring service plans are in place and that outcomes, targets and objectives are within approved budgets for the

service. Manage employees, and service performance in accordance with Council procedures and objectives.

Act as an ambassador for the Council, promoting and developing the authority's image, forming strategic alliances, and developing effective working relationships on a local, regional, and national basis including partner organisations, businesses suppliers and other contractors.

Ensure that expert advice, guidance, and information is available in an intelligible and timely fashion to the Senior Managers, Councillors, Senior Management Teams, regulators and other stakeholders.

Support the delivery cost savings targets associated with the council's "front door" and identify and facilitate cost savings elsewhere in the Council that are dependent on an effective "front door"

#### 10. Areas of responsibility:

The post holder will be responsible for the council's "front door"

Viewing the customer needs from a 360-degree perspective to avoid missing opportunities including but not limited to single view of debt, revolving front doors, demand management.

Reducing customer effort and friction in using the council's services

Improving service quality and efficiency

Driving innovation and growth

Reducing demand and deploying resources towards needy and vulnerable customer segment

Shift demand towards Digital Channels in a measured way

Provide insight and intelligence on the council's customers to enable departments to make better decisions.

Provide ownership and direction to the "front door" and customer experience

Leading the customer optimisation work that encompasses all "front door" activity across the organization.

Providing strategic leadership and vision for the council's "front door".

Developing and implementing a customer experience strategy that covers the end-to-end customer journey, from awareness to retention and loyalty.



Influencing and designing the technical elements needed to support the customer experience strategy, such as CRM, forms, the website, omnichannel interactions including social media, AI, and automation.

Collaborating with other stakeholders across the organisation and outside to ensure that the customer experience is consistent and seamless across all channels and touchpoints.

Measuring and reporting on the impact and outcomes of the customer experience work, using data and analytics to inform decision making and continuous improvement

Lead Programme and Project Management in the delivery of customer programmes which require technology and systems development and delivery to ensure that new processes, systems and services are implemented without disruption to Council services.

Keep abreast of new technologies and actively maintain awareness of current and future business needs to ensure that opportunities for more innovative uses of emerging customer are identified and actioned in order to achieve service improvements and improve business outcomes.

Work closely with business intelligence and actively contribute to and participate in the development and maintenance of business intelligence strategies across the Council

Work closely with comms and actively contribute to the comms and website strategy

#### **Statutory Responsibilities:**

Contribute to the management of the council at a senior level by attending and contributing to corporate programme boards which develop strategy and policy and implement key programmes and projects as per the Corporate Plan.

Work across the organisation with other services to deliver Council priorities and instigate action to enable their adoption and delivery.

Responsible for providing a modern service that supports managers to deliver the best outcomes and performance from employees of the Council. Provide best-practice innovative advice and practices and seeks to modernise approaches to provide a consistent and high-quality service which is efficient, and customer focused on service delivery.

Actively encourage innovation and creativity across the team through excellent people engagement, pushing boundaries to improve efficiency, provide value for money and achieve new ways of working. Ensuring that a system of continuous review and improvement is embedded within the service, so that “traditional thinking” is challenged, and innovation pursued.

Responsible for leading and championing an effective complaints service that manages, resolves, and learns from complaints and customer feedback and fulfils statutory obligations.

## 11. Key relationships:

### Line Manager –

Attendance required as follows:

- 1:1 meeting monthly with
- Digital Board
- Risk Management Board
- Corporate Portfolio Board
- Department Management Team meetings weekly
- Bi-monthly performance conversation, mid-year review and annual review.
- Regular e-mail, telephone and personal contact and ad hoc meetings as required..

Supervision focuses on the progress and achievement of key deliverables and projects. This will range from immediate tasks to the delivery of major projects with timescales of between 1 and 5 years.

### Direct reports

- 1:1 meeting monthly.
- Service management team meeting weekly.
- Monthly performance conversation, mid-year review, annual appraisal.
- Regular e-mail, telephone, personal contact, and ad hoc meetings as required.

### Other contacts

- Regular contact with Elected Members including the Leader of the Council
- Wide range of internal and external contacts including directors, senior managers, trades unions and professional bodies
- Partnership working with key external stakeholders across the public, private and voluntary sectors.
- Frequent requests for advice on a range of issues from officers across the Council (including outside normal working hours where necessary)
- Regular contact with CLT/ELT colleagues (at least 2 or 3 times a week) to support their service delivery and strategic issues
- Attendance at Cabinet Policy Forums, Group Leaders and other meetings requested by the Executive Director
- Attendance at Cabinet and Scrutiny Committee meetings requested by the Executive Director
- Representing the authority at external local and national events

## 12. Decision Making Authority:

Informs / consults on all strategic and operational decisions relating to the service areas with reference to the Service Director.

Informs and/or consults the Service Director about all politically sensitive and complex matters relating to the business of the division.

Takes responsibility for the development of strategic business and financial plans for the services in the context of a collaborative corporate and departmental planning framework.

Takes responsibility for the financial decisions within the overall budget service and corporate standing orders and financial regulations.

Supports and deputises for the Service Director as appropriate, particularly with regards to Customer Experience matters.

### 13. Person Specification:

#### Experience:

##### *Significant and successful experience of:*

- Working within a large and complex organisation with comparable scope, responsibilities, budget, and resources.
- Delivery of public services with competing priorities and demands often outside of the Council's direct control.
- Delivering projects on time and within budget and outcomes.
- Contributing to strategic decision making, resource allocation and to policy formulation and delivery, adopting a problem-solving culture.
- Leading transformational change and delivering creative and innovative solutions to improve the use of resources and achieve value for money across an organisation.
- Establishing a strong performance culture including effective performance measures, evaluation of service quality and the improvement of service delivery to achieve the Council's objectives.
- Leading, managing, and developing employees to sustain high levels of service delivery, recognising, and developing talent.
- Developing and nurturing positive and constructive working relationships with a wide range of customers, stakeholders, and partners, maintaining a positive personal and organisational profile.

##### *Role Specific:*

- Delivery of strategic and operational customer services, experience and optimisation to large complex organisation with varied needs within a local government context and its citizens along a digital agenda

- Working at a senior level within a large and complex organisation with comparable scope, responsibilities, budget, and resources.
- Providing balanced strategic advice and guidance in a political setting.
- Leading the delivery of public services with competing priorities and demands often outside of the Council's direct control.
- Leading transformational change and creating innovative service models, particularly in response to the demands of an organisation that is undergoing a radical transformation and modernisation.
- Delivering complex projects on time and within budget and outcomes.
- Leading and contributing to strategic decision making, resource allocation and to policy formulation and delivery, adopting a problem-solving culture.
- Delivering creative and innovative solutions to improve the use of resources and achieve value for money across an organisation.
- Establishing a strong performance culture including effective performance measures, evaluation of service quality and the improvement of service delivery to achieve the Council's objectives
- Leading, managing and developing employees to sustain high levels of service delivery, recognising and developing talent.
- Developing and nurturing positive and constructive working relationships with a wide range of customers, stakeholders and partners, maintaining a positive personal and organisational profile
- Extensive experience of leading and developing a team of professionals and providing leadership and direction of customer services / experience across a range of council services.
- Proven experience of influencing strategic digital policy direction within a large complex organisation such as a local authority.
- Extensive experience of advising directors and senior managers on digital challenges providing practical ideas and innovative solutions that meets business needs.
- Demonstrated evidence of significant service improvement through managing change including staff engagement, capacity building, and digital workforce modernisation.
- Experience of working effectively in a political environment, demonstrating high levels of political awareness, sensitivity, confidentiality and understanding with the ability to translate that into delivering winning the confidence of senior managers and elected members.
- Experience of leading and delivering large-scale transformation programmes and application of project methodologies

#### Skills and Knowledge:

#### *Ability to demonstrate:*

- A comprehensive understanding of the current issues and challenges facing local government as well as the statutory framework governing the sector.
- Skills in understanding and responding to different perspectives and taking a cross-organisational approach.
- Business acumen and the ability to focus on always obtaining best value for money balanced, against the difficult and sensitive challenges faced.
- Ability to lead, develop and sustain effective team and partnership working

- through strong effective advocacy, influencing, and negotiating skills.
- Skills to provide creative solutions to complex problems together with high level analytical, presentational and communication skills.
  - Ability to establish and sustain positive relationships that generate confidence, ability, and trust.
  - Highly developed influencing and negotiation skills.
  - Understanding of the barriers to organisational and cultural change and the commitment to being a catalyst for change.
  - Awareness of project and programme methodology and skills required for large scale transformation.

*Role Specific:*

- Strategic and logical thinker and decision maker able to provide practical and creative solutions to the management of partnership, corporate and directorate issues.
- In depth knowledge of current best practice and policies in digital customer experience
- Understanding of the current local government context digital customer experience best practice.
- Substantial knowledge of public sector practice, the political environment, and statutory obligations across the organisation.
- An understanding of the contemporary public change agenda.
- Ability to negotiate complex matters of high value, translating those matters into action that best represents and protects the interests, desires, and good governance of the authority.
- Demonstrable continuous development and improvement of own leadership and professional practice.
- Ability to establish personal credibility as a positive agent for change.
- Resilience and the ability to deal with conflict.
- Understanding of project, programmes, and transformation approaches

Personal Effectiveness

*Ability to demonstrate:*

- A clear and strong personal commitment to equality, diversity and inclusion and a track record of leading by example.
- Evidence of leading people and services to recognise, respect and value individual needs to achieve a culture of inclusivity.
- The political acumen and skills to develop productive working relationships with Councillors that command respect, trust, and confidence.
- Personal and professional credibility which commands the confidence of elected members, senior managers, staff, external partners, and external stakeholders.
- Leadership by example with a style that empowers others and is open to question

- and challenge as well as a commitment to continuous self-improvement.
- A commitment to and evidence of successful strategies in managing personal resilience and wellbeing and promoting positive leadership practice, role modelling these behaviours for others.
- Delivery of large-scale transformation and improvement programmes

*Role Specific:*

Qualifications

- A graduate Level qualification or equivalent and/or relevant compensating experience at a leadership level.
- Evidence of continuous professional and leadership skill development.

*Role Specific:*

- Evidence of continuous professional and leadership skill development within Digital customer services

## 14. Additional Information:

### Political Restriction

This post is politically restricted 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 work.

### Operating

The role is about the strategic leadership with accountability for ensuring the Customer Service / Experience strategies are aligned to the corporate plan and drives a performance and service driven culture. The role provides high quality customer experience advice to the Council, Chief Officers, and Elected Members to underpin effective decision making, meet statutory requirements and ensure good general practice. This involves interpretation of the law and best practice for all the Council's service delivery functions.

### Environment

The postholder will work within a complex and challenging environment where the reputation of the Council as an employer is dependent upon this role. The postholder will have responsibility of the management of the council's "front door" enabling efficient and

effective consumption of services to the citizens of Peterborough. This will require working with senior managers, trades unions and Elected Members.

The postholder will also be the principal Customer Service/ Experience advisor to the Council.

### **Framework**

The postholder will operate within a legal framework ensuring that the Council acts both lawfully and promotes itself as a good employer. There are strict regulations concerning transparency, and public expectation that the Council is being honest and open in its workings and reputational risk needs to be considered across all aspects of the digital function ensuring that public money is used in the most cost effective and responsible way.

### **SIGNATURES:**

After reviewing the questionnaire sign it to confirm its accuracy

**JOB HOLDER:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**LINE MANAGER:** \_\_\_\_\_ **DATE:** \_\_\_\_\_