



Role Title: Interim Head of Corporate and Customer Services

Service: Corporate and Customer Services

Directorate: Transformation and Resources

Accountable to: Corporate Director of Transformation and Resources

Grade: WLe

Car Category: Essential

Purpose of role

- To deliver the Council's strategic aims and objectives by ensuring Corporate and Customer Services are effectively delivered, both supporting and enabling customer-facing and back office support services;
- To lead and champion the Council's Corporate and Customer Service, working closely with other Heads of Service to provide joined-up, resilient, cohesive Council services;
- To have lead strategic and operational responsibility for the development, delivery and maintenance of key strategies falling within the remit of Corporate and Customer Service together with associated processes and systems;
- To be a member of Corporate Management team and act as a deputy for the Corporate Director of Transformation and Resources, being responsible for the service in their absence.

Key Objectives

1	To have lead strategic responsibility for Corporate and Customer Services, ensuring that customer driven, evidence-led, high performing and resilient services are in place to effectively support and enable the organisation to achieve its ambitions and priorities.
2	To bring together support functions from across the organisation and refocus the service on achieving high standards and driving excellent quality. This involves leading the transition from traditional support services to one that encourages a self-service approach for officers, enabling corporate support resources to have an increased focus on improvement, intelligence and quality.



3	To lead on key strategies, policies and processes within the services' remit, including but not limited to HR (the People Plan), customer care standards, elections, information governance, corporate planning and performance reporting.
4	To drive a culture of commercial development, improvement, performance management, innovation and customer service excellence across Corporate and Customer Services.
5	To undertake positive and collaborative partnerships and contract management Corporate and Customer Services, ensuring that contractors meets contractual requirements and deliver services in an effective way; meeting the Council's priorities, providing appropriate improvements to services and a high level of customer services.
6	To support the Corporate Director of Transformation and Resources in relation to the corporate budget setting process, through service planning, identifying budget pressure and bringing forward proposals for efficiencies and service improvements.
7	To provide an advice function for the Council, interpreting future policy requirements of legislation, regulation and codes in terms of the local context.
8	To lead the development of a comprehensive channel shift strategy, championing the digital customer experience for Corporate and Customer Services, identifying efficiencies and redesigning services for optimal effect.
9	To prepare and present reports to Council committees, corporate/service management teams, officer groups and organisations, as appropriate, and provide Member briefings as required.
10	To provide visible leadership for staff in conduct and behaviour, promoting a culture of seeking excellence in quality and value for money of service provision, and valuing equality and diversity in all aspects of service delivery.
11	To ensure that the systems, procedures and processes of Corporate and Customer Services are effective in supporting the delivery of effective and efficient services, and in fulfilling the requirements for financial probity, risk management, corporate governance, compliance and accountability.



12	To investigate, prepare and present reports on aspects of work within the service as requested by the Corporate Director of Transformation and Resources, and take the lead role in formulating the services' strategies, policies, systems, operational plans and work programmes, so that they are consistent with the Council's vision, values and priorities.
13	To respond to changing cultural and customer needs, address opportunities and the changing business context and take account of the views of the Council Members, officers, customers and key stakeholders.
14	To lead, attend and represent the Council at meetings, including outside of normal office hours, and attend events and activities, including weekend events, as required.
15	To organise, direct, control and ensure the performance of Corporate and Customer Services, ensuring vision and values are a part of everyday business.
16	To serve as a member of Corporate Management Team, and Corporate Incident Management Team in emergencies and take responsibility for the Corporate and Customer in wider corporate matters.
17	To undertake and provide the lead officer role in respect of Corporate and Customer Services, reporting to the Corporate Director of Transformation and Resources.



Scope

This role is a key part of the senior management team within the Council and the post holder will not only manage the services within their direct remit, but work closely with other Heads of Service to bring about positive, sustainable improvements that benefit residents and businesses in the West Lancashire area. They will also work with partner organisations in the delivery of Corporate and Customer Service solutions and/ or initiatives.

Work Profile

1. Strategy

The post holder will take the lead role in developing, implementing and reviewing strategies for the services that fall within their remit. This will include a lead role in bringing forward a People Plan, Channel Shift Strategy, Information Governance Strategy. They will also contribute, as part of the senior management team, to council-wide strategies, including corporate planning and budget planning.

2. Performance

The post holder will have a lead role in ensuring accurate, timely performance information is presented to a variety of audiences.

The post holder will be accountable to the Corporate Director of Transformation and Resources for the performance of the services within their remit. They will take a proactive and solution-focused approach in managing underperformance of individuals, teams or whole services. They will actively monitor and report on performance using agreed key performance indicators plus any appropriate service-level measures to ensure the effective management of their services, including responsibility for compliance in meeting regulators' standards. They will be responsible for ensuring that their services are routinely benchmarked against industry standards and set appropriate targets that stretch performance.

They will contribute to the overall financial and service performance of the organisation through their membership of the senior management team.

3. Service Quality

The post holder is responsible and accountable for the quality of the services within their remit and will be held to account by the Corporate Director Transformation and Resources, who is their line manager.



They will be responsible for the continuous improvement of their services and for upholding and championing agreed standards.

4. Resource Management

The post holder will have line management responsibility for direct reports and indirect responsibility for additional posts within their services.

They are responsible for the effective management of the services' budgets, and for the equipment, vehicles and machinery used by their teams, but will be expected to take lead responsibility for these.

5. Accountability

The post is accountable to the Corporate Director of Transformation and Resources.

6. Culture

The post holder will play a lead role in the development of a positive organisational culture that is outward looking, evidence-based and customer-focused. They will provide visible, authentic leadership and lead by example, upholding the organisation's values and standards.

The post holder will promote equality of opportunity in the delivery of the duties of the role.

7. Communications

The post holder will ensure the smooth operation of communications team and had a lead role in promoting the Council and its activities. They will have regular (often daily) contact with Elected Members, other members of Corporate Management Team, partner organisations and their service managers.

They will have frequent but not daily contact with members of the public including local businesses and with Human Resources, Trade Unions, regional bodies and external auditors. They will be expected to write detailed reports for committees, some of which may include technical detail that needs to be translated for the layperson and often incorporating sensitive information. They will also come into contact with personal information relating to employees and residents and will need to exercise their responsibilities in handling this information appropriately.



8. Commitment

Employees whose posts are graded above scp 43 are expected to undertake duties outside of normal working arrangements and will not normally receive additional payments as this is a recognised feature of their post.

9. Risk Management

The post holder will be expected, as a member of the Corporate Management team to contribute effectively to the identification, management of corporate risks.

They will be responsible for the effective management and mitigation of risks within their own services, reporting on actions taken and escalating to the Corporate Director of Transformation and Resources when necessary.

10. Equal Opportunities

The Council is committed to achieving equality of opportunity both in the delivery of services to the community and its employment arrangements. We expect all employees to understand and promote our policies in their work.

11. Customer Focus

To meet the Council's Standards of Customer Care at all times.

12. Core Tasks

To undertake any other duties which may be required within the needs of the service that are commensurate with the grade.

13. Health & Safety

All employees have a responsibility for their own health & safety and that of others while undertaking their duties. Employees have a general duty to assist the Council in implementing its general statement on health & safety policy.

14. Legislation

To comply with Data Protection legislation and all other relevant and applicable legislation together with Council policies and procedures.



15. Training & Development

To comply with the Council's policies and practices relating to training and development, including a regular development appraisal.

16. I.T.

The post holder is expected to comply with the Council's policies and practices relating to use of I.T. and equipment.

17. Political Restrictions

This is a politically restricted post (see Section 2 Local Government and Housing Act 1989)



PERSON SPECIFICATION/ESSENTIAL QUALIFICATIONS

In this section the Skills, Knowledge, Qualification and Competency requirements to perform the role to a satisfactory standard are set out.

PERSON SPECIFICATION	Examples specific to role	Required		Method of Assessment Application (A) Interview (I), Testing (T), Reference (R)
		Essential	Desirable	
SKILLS AND KNOWLEDGE Technical knowledge and qualifications	Educated to at least degree level	X		A
	Relevant professional qualifications and/ or membership	X		A
	Management qualification or equivalent experience	X		A
	Evidence of continuing professional development	X		A
	An in-depth knowledge and understanding of at least one of the main services within the post holder's remit (HR, Legal, Democratic Services, Business Intelligence, Business Support, Communications, Customer Services)	X		A, I, T
	A thorough understanding of the Local Government operating environment and a commitment to the principles of public service	X		A, I, T
	Ability to manage financial projects, systems implementation and / or change management	X		A, I,
Planning and organising work	Able to operate independently, managing conflicting priorities effectively	X		A, I, T
	Ability to lead and team and line manage others, with effective resource planning skills	X		A, I
	Methodical and well organised, with a commitment to providing a quality service and attention to detail	X		A, I, T



Planning capacity and resources	An ability to manage large capital and revenue budgets effectively and able to demonstrate commercial acumen	X		A, I
	Able to lead and manage large teams, utilising a flexible and resilient approach to workforce planning	X		A, I
	Delivery of results under pressure	X		A, I, T
	Planning for long-term projects & deliverables	X		A, I
Influencing and interpersonal skills	Political sensitivity and ability to establish and maintain collaborative working relationships with customers, businesses, Elected Members, Central Government, public sector agencies, trade unions and voluntary sector	X		A, I, T
	Professionalism and credibility that establishes and maintains the confidence of Elected Member, local communities, employees and external partners/ stakeholders	X		A, I
PROBLEM-SOLVING Using initiative to overcome problems	Proven success in maximising outcomes and the efficiency of services, ensuring that they are fit for purpose, cost effective and provide value for money	X		A, I
	Demonstrable experience of developing and implementing effective outcome-based solutions to problems	X		A, I
	Ability to work strategically and operationally, to identify a range of appropriate solutions to issues and problems	X		A, I
Managing risk	Ability to consider and assess risks associated with the services and the Council's wider operations, undertaking risk assessments as required	X		A, I
		X		A, I



	Ability to identify mitigating measures that may be implemented to minimise risk			
Managing change	Able to demonstrate experience of effectively managing change for improved outcomes and service delivery	X		A, I
	Ability to review team performance along with wider service performance and seek to continuously improve through implementation of changes on a regular basis	X		A, I
	Ability to lead, manage and promote change in a positive manner to others	X		A, I
ACCOUNTABILITY and RESPONSIBILITY Undertakes tasks without supervision	Ability to work independently and take ownership of key responsibilities of the post	X		A, I
Other	Commitment to Equality	X		A, I
	Commitment to Health & Safety	X		A, I
	Satisfactory Baseline Personnel Security Standard Check	X		Document Checks (includes Basic DBS)
	The ability to fulfil all spoken aspects of the role with confidence through the medium of English language. This includes the ability to converse with ease with customers and colleagues and provide advice in accurate spoken English	X		A, I
	To attend and represent the service at meetings, including outside of normal office hours, and attend events and activities, including weekend events.	X		A, I
	Full driving licence and access to vehicle (or equivalent mobility)	X		A, Document Checks



COMPETENCIES REQUIRED – All post holders must be able to comply with the Council's Expected Behavioural Standards which include:

- Putting customers first;
- Being positive and adaptable;
- Taking responsibility and achieving results;
- Working together.

In addition, for those posts with management responsibilities the Expected Behavioural Standards will include:

- Service delivery and change management;
- Financial and resource management;
- Leading, motivating and developing.

Other information

- able to travel to meet service delivery requirements
- available to undertake work outside of normal working hours

Signed Corporate Director of Transformation and Resources	
Print Corporate Director of Housing and Resources	Date