

Strategic Director of Customer Service and Delivery



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| LEVEL: | Level 2 (Band A Impact Behaviours) |
| ACCOUNTABLE TO: | Chief Executive |
| SALARY: | £68,000 - £76,000 |
| LOCATION: | Totnes / Tavistock / Agile |

Job Purpose

The Director of Customer Service and Delivery will work closely with all other Directors across the Senior Leadership Team to lead strategic and operational activity across two Councils working together with a shared workforce. The focus of this role is to lead on service delivery and improve the customer experience by providing efficient services within the resource constraints. It is key to the delivery of our statutory services and our regulatory roles, as well as some discretionary services. This role will have overall management of most of the Councils' workforce and oversight of the majority of the Councils' directly delivered services as well as the internal support services. This role is the key driver for ongoing service delivery improvements and efficiencies through strong resource and performance management, sound working policies and established cross functional working practices.

Role Profile

- Lead a diverse range of professional services, that are high quality, effective and continuously improving
- Provide strong and effective resource management across a range of externally and internally facing services, leading a matrix management team operating in a complex political environment
- Ensure continuous improvement and measure added value through robust performance management across a range of services
- Drive the digital agenda for the council creating new customer-centric operating models using the newest available technology to achieve greater efficiency
- Provide dynamic and inspirational leadership across the organisation, driving a high performing, supportive culture that can be embedded at all levels
- Responsible for significant delegated financial budgets and resources ensuring they are allocated effectively for the delivery of high quality services, achieving compliance with relevant policies and guidelines
- Develop and promote cutting edge partnerships with a range of stakeholders at both a local and national level
- Demonstrate a forward-thinking and commercial approach, effectively managing risk to reduce cost, create income generation opportunities and achieve inward investment
- Translate future strategic demands into tangible and measurable policies and projects that add value whilst providing clear direction and credibly communicating the future vision
- Lead a culture of continuous improvement within Customer Service & Delivery and across the Councils, effectively anticipating and responding to change and promoting a collaborative culture, sharing knowledge across the organisation
- Harness innovation and creativity in service delivery models and champion development opportunities, to enrich the workforce and maximise engagement and productivity
- Understand the demographic of our communities and ensure that this is central to service delivery and the style and culture of the organisation as a provider and employer
- Ensure appropriate business continuity plans and emergency response procedures are in place for the areas of specific responsibility

The Senior Leadership Team

All Director roles, along with the Chief Executive, form the Senior Leadership Team (SLT) across both Councils which is collectively accountable for the following:

- ◆ Responsible for working effectively with Councillors, providing advice and support to set the direction and strategy of the Councils and communities.
- ◆ Ensuring the strategic priorities in the Councils' Corporate Themes are translated methodically and transformed into high quality, cost effective service delivery.
- ◆ Setting the working culture of the organisation; leading by example, role modelling the Councils' IMPACT behaviour framework and upholding the Councils values and ethics.
- ◆ Ensuring high performance and successful outcomes through the engagement of staff and effective organisation and deployment of resources to ensure delivery of easy to use services.
- ◆ Delivering efficient and effective ways of working with strong governance arrangements in place, whilst creating and promoting a culture of flexibility to respond effectively to shifts in priority.
- ◆ Demonstrating and promoting excellent internal and external communication; enhancing existing partnerships and creating pathways to build further positive relations within our communities and beyond to increase growth and development by generating income and reducing reliance on government grant and local taxes.
- ◆ Providing outstanding strategic leadership across the organisation; promoting economic growth, effectively managing assets and delivering the priorities in the Councils' Corporate Strategy to make a positive impact on the lives of local people.
- ◆ Empowering members of the Extended Leadership Team (ELT) by defining and expanding their areas of responsibility, ensuring a risk management culture to support their independence and flexibility.

Areas of Specific Responsibility

The Director of Customer Service and Delivery will have direct responsibility for the resources to deliver the majority of the Councils' external and internal services. In summary, these functions include:

| Community of Practice | Functions |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Customer Services | Customer Contact Centre |
| Development Management | Planning, Enforcement, Green Space, Land Charges, TPOs, LLPG, Street Naming |
| Environmental Health | Environmental Health, Health & Safety, Private Sector Housing, Housing Standards, Business Continuity, Emergency Planning, Pollution, Anti-social Behaviour / Nuisance, Community Safety Partnership, DFGs, Licensing |
| Environment Services | Waste, Parking, Grounds Maintenance, Building Maintenance, Events, Car Parks, Public Toilets, Environmental Protection, Markets, Localities, Fleet, Contract Monitoring, Education & Communications (Waste & Leisure) |
| Housing, Revenues & Benefits | Housing Advice, Homelessness, Safeguarding, Council Tax, NNDR, Benefits |
| Support Services | Finance, Legal, ICT, IT Security, HR, Payroll, Communications, Design, Creditors, Debtors / Recovery, Insurance, DMR |

The Director will also have responsibility to support the Director of Place and Enterprise by providing specialist and case management support for:

| Community of Practice | Functions |
|-----------------------|------------------------------------------------------------------------------------------------------------|
| Assets | Engineering, Estates and Facilities |
| Commercial | Property acquisition and development |
| Climate Change | Developing and delivering the Councils' response |
| Place Making | Urban Fringe delivery, Trees / Landscape, Biodiversity, S106, Neighbourhood Planning, Green Infrastructure |

Person Specification

Impact Behaviours

The Councils have developed and adopted a behavior framework known as 'Impact'. The framework aims to enhance both individual and organisational performance by outlining measurable behaviours that describe how we need to perform our roles. All members of the Senior Leadership Team are expected to demonstrate Band A Impact Behaviours.

Experience/Skills – Essential

- A successful track record as a senior manager, including specific experience of managing customer service operations and effectively managing resources in an organisation of equivalent size or larger than South Hams and West Devon Councils
- Strong management skills, particularly in relation to people and performance
- Success in terms of their contribution to the advancement and development of organisations through the formulation of key policies, corporate objectives, commissioning and strategy
- Excellent track record in delivering successful, productive partnerships between organisations, across geographical, political or commercial boundaries
- Appreciation and understanding of the dynamics of working in a complex, political environment and across two Councils
- Evidence of using personal influence to implement innovation in the delivery of services, service improvement or other areas of organisational performance
- A commitment to quality, customer focused services and the benefits that flow from a corporate approach to service delivery
- A track record of gaining traction with others, including peers to generate change and development in organisations
- Thorough and pragmatic understanding of the dynamics between elected members and officers, decision-making in local authorities and the relationship between other agencies
- Excellent written and verbal communication skills
- The ability to drive and motivate for change through effective leadership

Knowledge – Essential

Gained through a combination of professional qualifications and/or significant experience in related services, the core knowledge requirements for the role include:

- Solid knowledge of the range and role of customer and support services and exemplary practice in the wider market.
- Understanding of external market opportunities for customer service delivery.
- An appreciation of the potential technology presents to advance and extend customer services.
- A good understanding of current policy and strategy impacting local government services, contract and project management.