

JOB DESCRIPTION / ROLE PROFILE

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| Job Title: | Director of Customer Care and Business Transformation |
| Grade: | Director |
| Directorate: | Chief Executive's Department |
| Division / Section: | Customer Care and Business Transformation |
| Reports to: | Assistant Chief Executive |
| Date: | March 2008 |

1 ROLE PURPOSE

To lead and be responsible for customer care standards and public access to services across the council

The post will also direct and lead the management of the council's Transformation Partnership with Capita to develop and implement programmes to drive significant change, to enable substantial and continuous improvement for the council's services.

Working as part of the Chief Executive's Department Management Team to enable the co-ordinated delivery and development of services in line with the requirements of the Corporate Plan and relevant Service Plans.

2 DIMENSIONS

Budget - Responsible for the effective management of :

- A total revenue budget in the order of £XXXm, in 2007/08
- A total revenue income budget in the order of £XXXm, in 2007/08
- A total capital budget in the order of £10m in 2007/08

Staff - Responsible for:

- Direct Reports - X
- Overall Staff Numbers – XXX
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Other relevant dimensions

The postholder is the contract manager for the key commercial partnership for the Business Transformation Partnership

3 **CONTEXT**

Lead and direct the strategic and general management of the following services / functions on behalf of the council:

- Access to all council services
- 'Access Harrow'
- Business Transformation Partnership
- Corporate complaints
- Access requests under Data Protection Act and Freedom of Information Act

Lead and direct the effective development and implementation of the following key strategies on behalf of the council: -

- Customer care and access standards
- Customer Access Strategy (following inspection)
- Business Transformation Delivery Plan
- Data collection and reporting standards

To act as lead officer and directly advise relevant Chief Officers, council committees and panels including Cabinet and Scrutiny sub committees and council members on other strategic policies and practices relating to the Division and to access to services across the council.

4 **ACCOUNTABILITIES**

| | Generic Duties/Accountabilities |
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| 1 | Ensure compliance with your responsibilities as laid out in the council's equal opportunity policy and take an active role in promoting and enabling equality of opportunity, promoting the diverse needs and aspirations of Harrow's community, ensuring equality and diversity is mainstreamed in all service/directorate activities. |
| 2 | Ensure compliance with your responsibilities as laid out in the council's health and safety policy and take an active role in promoting a positive health and safety culture. |
| 3 | Promote and participate in the council's investments in people (IiP) and individual performance appraisal and development (IPAD) initiatives. |
| 4 | Ensure compliance with the council's information security policies and maintain confidentiality. |
| 5 | Lead and manage the Division so that services provided are responsive to customer requirements, accessible to all areas of the community, and provide value for money. |

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| 6 | Develop the structures, systems and policies, necessary to support effective service delivery and to enable “continuous improvement”. |
| 7 | Ensure services link effectively with related service provision, within or external to the Council, so that coherent and value for money services are provided. Where appropriate, and in conjunction with other service providers, undertake joint planning of service delivery and/or for the closer integration of service provision. |
| 8 | Promote, develop and maintain effective contacts and relationships with customers, customer representatives, community groups, Council Members and service/operational partners, to facilitate service delivery, performance review and the continuous development of service provision. |
| 9 | Lead, motivate, train, develop and performance manage staff, to maintain an effective workforce capable of meeting service objectives. |
| 10 | Resolve the most complex issues within the professional area(s) managed so that they are resolved effectively and precedents are set for the resolution of similar issues. |
| 11 | Formulate annual operational plans and budgets for the function so that there are clear priorities and appropriate resources are allocated to their achievement. |
| 12 | Develop longer term (2-3 years) plans for the services managed so that they are developed in line with Council and Government priorities and customer requirements. |
| 13 | Prepare monitor and control Divisional budgets to ensure that income/expenditure is in line with agreed plans. |
| 14 | Ensure that capital expenditure, including all projects funded externally, is completed in accordance with agreed schedules. |
| 15 | Manage inter-directorate and inter-agency projects undertaking leadership of multi-disciplinary and multi-agency teams to achieve agreed objectives. |
| 16 | Implement, maintain and develop Performance Management Systems to meet Statutory and Corporate reporting requirements. |
| 17 | Evaluate the environmental impacts of services and take action to minimise these impacts over time. |
| 18 | Support the operation of local and general elections when requested by the Returning Office. |
| 19 | Contribute to the overall management and strategy of the Directorate. |

| | Service Specific Duties/ Accountabilities |
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| | Access to Services |
| 1 | Develop and implement a comprehensive Access to Service strategy for the council. |
| | Access Harrow |
| 2 | Manage and develop the Council's first customer contact for all services through the Access Harrow Service |
| 3 | Develop and implement customer service standards for all contact media to ensure a consistently good customer experience. |
| 4 | Ensure the provision of an excellent transactional website that encourages self service where appropriate |
| 5 | Maintain and enhance the Harrow brand through the physical environment and appearance of contact points. |
| 6 | Enable and ensure the delivery of consistently good quality services, in accordance with national, regional, Corporate and Directorate plans, to meet the needs and expectations of customers. |
| 7 | Enable Upper Quartile customer satisfaction ratings to be achieved for all services provided by the Directorate. |
| | Complaints |
| 8 | Oversee the management and development of effective systems and processes for the management and reporting of corporate complaints. |
| | DPA & FOIA |
| 9 | Manage and co-ordinate the Council's response to requests for access to information under DPA and FOIA legislation. |
| 10 | Develop and maintain effective systems and processes for the management and recording of information access requests |
| | Business Transformation Partnership |
| 11 | Manage the relationship with the Council's strategic partner. |
| 12 | Manage the governance structures of the partnership and act as adviser to the Partnership Board. |
| 13 | Be the interface between the partner and the rest of the organisation. |
| 14 | Manage the commercial relationship ensuring the partner delivers their responsibilities under the contract. |

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| 15 | Co-ordinate the BTP programme of work on behalf on the council. |
| 16 | Lead for the Council on the development of new business cases under the partnership. |

6. COMPETENCIES

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| Improvement and Innovation | 3 |
| Focusing on the Customer | 4 |
| Initiative | 4 |
| Decision Making and Responsibility | 4 |
| Building a Successful Team | 4 |

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| Form Completed by: | |
| Name: | Michael Lockwood |
| Designation: | Chief Executive |
| Signature: | _____ Date: _____ |