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| Role Title | Corporate Director of Customer Strategy & Digital Channels |
| Business Hub | Deputy Chief Executive's Directorate |
| Pay Scale | CD1 |
| Purpose | |
| <p>To create and drive organisational transformation in terms of our approach to the customer, and act as a champion and voice of the resident in the Council. To direct the Council's journey away from traditional processes to more modern ways of working, including leadership of the digital service provision.</p> <p>To be a strategic high-profile lead on all customer interactions across the entire range of council services, influencing senior managers and ensuring that positive behaviours are modelled in both frontline and back-office services.</p> <p>To focus on the personalisation of customer services, looking to automate simple and low-value interactions, and free up resources to deal with complex and high-value interactions that often intersect multiple services and/or Directorates.</p> <p>To ensure that customer journeys are rationalised – joining up organisational support, encouraging the adoption of innovative approaches, and making the customer experience central to all council interactions.</p> <p>To set and enable high standards for customer contact across the whole Council.</p> | |
| Generic Accountabilities | End Results/ Outcomes |
| <p>Direct, develop and control the service ensuring the development of strategies, policies, targets and objectives that will deliver Waltham Forest's strategic, operational and financial requirements as well as all necessary regulatory and legislative requirements (including any assigned regulatory designations). Responsible for all operational decision making and management of the service.</p> | <p>Activities within the service are directed and controlled to ensure the required outcomes and standards are delivered either directly; through commissioned or funded services; or via community empowerment.</p> <p>Member input, community consultation and customer feedback inform the design, development, delivery and performance management of the service.</p> <p>Service quality, customer satisfaction, efficiency and continuity are maximised.</p> |
| <p>Service strategy and policy formulation and implementation are aligned to the Council's overall corporate strategy and objectives.</p> <p>Actively contribute to the corporate management and strategic direction of the council as part of the Directorate Management Team.</p> | <p>Service strategy is developed, agreed and implemented in line with democratically derived political and social intentions.</p> <p>Service strategies deliver the Council's vision and objectives.</p> <p>Service priorities are established.</p> <p>Changing priorities and external requirements are anticipated, assessed and responded to – constraints and opportunities posed by regulatory changes are identified and addressed through the decision-making process.</p> |

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| | Innovative approaches and responses are developed and delivered. |
| Ensure the development and implementation of policy, systems, processes, performance criteria governance frameworks, and procedures within area of responsibility meet strategic / operational requirements, internal and external reporting requirements and ensure compliance with external legislation and regulations. | <p>Policies and controls ensure that the area of responsibility is compliant with all relevant legislation, codes, regulations, guidelines, standards and best practice.</p> <p>Governance frameworks have clear accountabilities and effectiveness is measurable.</p> <p>Compliance is monitored and ensured.</p> <p>Action is taken to resolve any issues identified.</p> |
| Accountable for the strategic and operational planning and delivery of the service targets and objectives. Ensure the service's plan and performance (either directly or through commissioned / managed services) results in the implementation of agreed Council strategies, policies and outcomes. Input to the strategic planning of the wider organisation. | <p>Policy direction is translated into service outcomes.</p> <p>Service and business plans and targets are developed, communicated, cascaded and monitored.</p> <p>Robust performance and quality management systems and procedures are in place and meet all requirements.</p> <p>Performance, quality and contractual compliance are managed effectively.</p> |
| Advise Management Board and Members on issues relevant to the service. Provide challenge and advice to colleagues, managers and partner organisations. | <p>Act as lead professional adviser in area of responsibility.</p> <p>Strategic advice, critical challenge and moderation are provided in relation to all aspects of the service and wider council / partner activities as appropriate.</p> |
| Develop and manage stakeholder relationships. Ensure the service has good relationships with Council Members, other service areas, customers, the public and the media. | <p>Good working relationships with associated and affected interest groups / key stakeholders are established, promoted, fostered and sustained.</p> <p>Council policies and interests are upheld and promoted within Waltham Forest and in all external relationships.</p> <p>Customer comments and complaints are used to improve service performance.</p> <p>The Council is represented on local, regional and national forums.</p> |
| Develop opportunities for partnership working both within and outside the council. Lead on relevant partnerships between the Council and other public, private, voluntary and community sector bodies. | <p>Where appropriate, delivery of the service is achieved / supported through partnerships.</p> <p>Partnership working is led effectively.</p> <p>Best practice is identified, shared and promoted.</p> |

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| <p>Provide leadership and direction for the service, to ensure the delivery of timely and appropriate services to customers.</p> | <p>The service is led by a professional, motivated and effective management team.</p> <p>Recruitment, induction development, performance review, employee relations and all HR processes and planning is completed to the required standards and timescales.</p> <p>Deficiencies and underperformance are actively resolved.</p> <p>Effective team meetings take place.</p> |
| <p>Identify, secure, deploy and manage the resources necessary for the service to meet/ exceed its objectives.</p> | <p>Appropriate organisation structures and processes are developed and implemented to meet changing organisational requirements.</p> <p>Resources are effectively and efficiently deployed to achieve service objectives.</p> |
| <p>Direct and control the financial expenditure and integrity of the service.</p> | <p>Budgets and financial risk are monitored and managed in compliance with organisational requirements.</p> <p>The service is delivered within agreed budget.</p> <p>Funding from external sources is identified and secured where appropriate.</p> <p>Value for money is maximised.</p> |
| <p>Direct and implement a comprehensive risk management programme for the service.</p> | <p>Operational, financial, regulatory and political risk are identified and managed in accordance with Local Government and national working practices.</p> |
| <p>Ensure that the capacity to respond positively to change is enhanced, “traditional thinking” is challenged, and innovative solutions are pursued throughout the area of responsibility.</p> | <p>Necessary changes to culture and practice are implemented and sustained.</p> <p>Conditions for others to perform and to innovate are created.</p> <p>Improvement of the service is focussed and driven to meet strategic objectives and improve service user outcomes.</p> |
| <p>Plan and direct / sponsor significant strategic programmes, projects and initiatives, both within the service area and across the council / partnerships.</p> | <p>Major change /complex multi-disciplinary programmes are monitored, and directional control provided.</p> <p>Resources required to deliver the project / programme are secured.</p> <p>Projects / programmes have clear and assigned accountabilities and achieve their objectives.</p> |
| <p>Role Specific Accountabilities</p> | <p>End Results/Outcomes</p> |
| <p>Matrix manage the implementation of resident driven service design</p> | <p>Priorities are set based on customer intelligence, resident feedback, and user journeys, developed from a range of sources including digital and face-to-face.</p> <p>Changing customer needs and their impact on the area of responsibility are effectively anticipated.</p> |

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| | <p>Decision-making is evidence-based including benchmarking, service performance, resident contact, insight and satisfaction.</p> <p>Council services understand the concept of failure demand and use it to inform pathways and processes</p> |
| Digital Innovation and Digital Strategy | <p>Lead the services across the council to adopt innovative digital approaches to customer service, and provide direction and leadership, operational management and financial control, with a specific remit to lead the council in delivering innovative solutions which will meet the needs of services and the Waltham Forest community.</p> <p>Council develops a single integrated approach to digital transformation, working closely with the Chief Information Officer and Corporate Director of Change</p> |
| Lead the development and introduction of a Customer Experience strategy in line with the Council's vision. | <p>Excellent customer experience for all residents</p> <p>Services have a fundamental focus on high value and/or complex transactions via the reprofiling of resource away from low value and/or simple transactions (which are automated where possible)</p> |
| Libraries & Registrars | <p>Manage all activities within the services are directed and controlled to ensure the required outcomes and standards are delivered either directly; through commissioned or funded services; or via community empowerment.</p> <p>Member input, community consultation and customer feedback inform the design, development, delivery and performance management of the service.</p> <p>Service quality, customer satisfaction, efficiency and continuity are maximised.</p> <p>Staff have up to date professional knowledge and expertise, including a good understanding of best practice and are performing effectively through the creation of development and performance plans.</p> <p>Oversee and manage the budgets of all service areas, including income targets.</p> |
| Lead on the formal responsibilities required for assigned regulated designations on behalf of the service. | <p>Responsible for ensuring all statutory duties as outlined in the relevant legislation are met.</p> <p>Constraints and opportunities posed by regulatory changes are identified and incorporated into strategic decision making.</p> <p>Response to service-related Scrutiny Committee enquiries is led effectively.</p> |

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| Build and maintain strong strategic relationships with key senior and political stakeholders. | <p>Strategic advice to the Chief Executive, Management Board, Leader and Cabinet is provided to help ensure the achievement of organisational goals and service improvement to customers.</p> <p>The Chief Executive, Strategic Leadership Team, Leader and Cabinet express high levels of satisfaction and trust in the Council's approach to customer service</p> |
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Nature of Contacts

Members, the Chief Executive, Strategic Directors, Heads of Service and equivalent levels in external bodies, the private sector and partner organisations to advise, discuss, challenge and influence. Establish and lead partnership working with internal / external services / organisations and liaise with national bodies.

Manage complex political relationships. Manage relationships with key stakeholders and delivery partners including negotiation of complex political / strategic / commercial issues.

Manage confidential, challenging and highly sensitive issues / situations, which involve significant negotiation, persuasion and influencing skills. Interaction with others and the ability to successfully influence and motivate are fundamental to the role.

Direct line management of a Senior Management Team.

Procedural Context
Reports to: Deputy Chief Executive

Lead and control a range of Council services. Member of the Extended Leadership Team.

Accountable for operational and strategic implementation of decisions and direction for the service and for project / programme management for cross cutting corporate and partnership initiatives.

Accountable for the integration of a range of professional /operational areas which are critical to the success of the organisation and for performance and service delivery across the service.

Breadth of vision and strategic and innovative problem solving involves thinking within a general framework of strategic direction in situations where there are often aspects which are ambiguous, intangible or unstructured. A significant degree of evaluative judgement is required in relation to risks and issues, with the ability to identify the potential impact of a wide range of changing and potentially conflicting internal and external factors. Conclusions and decisions seize opportunities and mitigate risks.

Direction setting, planning and prioritisation is over several years to ensure the service achieves its strategic goals, reviewing and adjusting to take account of the risks and opportunities presented by a changing political and regulatory environment.

Post-holder required to attend significant out of hours meetings.

Key Facts and Figures
 Monitor and control the budget of a Council service
 Decisions will impact across the wider Council and its partnerships.

Employees directly managed will be Heads of Service, each responsible for significant resources and operational service delivery

Resourcing

Budget Responsibilities: **Circa £12m**

Supervisory Responsibilities:

- Head of Libraries, Registrars, Maintenance & Compliance
- Head of Service Improvement
- Head of Customer Resolution
- Head of Digital Customer Experience

Competency Level: Chief Officer

Knowledge, Skills and Experience

- Proven ability to deliver fundamental and sustainable change across a complex multi-faceted organisation
- Proven ability and experience of converting organisational strategy into deliverable change
- Significant senior strategic management and delivery experience, including translating organisational drivers into strategic objectives, longer term plans, new ways of working and specific outcomes, for a portfolio of services in a large public sector organisation (preferably local government).
- Proven ability to manage a wide variety of activities across a range of professional areas of expertise and oversee their achievement of the organisation's strategic goals.
- Extensive knowledge of the major issues facing local government and the broader public sector.
- Extensive and comprehensive knowledge and understanding of the national policy context, requirements and future direction for relevant service areas.
- Proven track record of accountability for significant budgets and ensuring the delivery of services within agreed resources.
- Proven ability to drive through and deliver effective performance management within own organisation and understanding of the performance management process in partnership arrangements.
- Excellent programme leadership and delivery skills and a track record of delivering major programmes of change at a corporate level.
- Significant experience of creating, leading and sustaining partnerships both internally and externally to achieve shared objectives and synergies.
- Experience in persuading a wide range of stakeholders to work together, encouraging an organisational focus on the needs of the community.
- Authority and credibility to work effectively in a political environment and establish positive relationships with Members.
- Excellent interpersonal and communication and presentation skills, with proven ability to communicate effectively to a wide range of audiences both horizontally and vertically throughout the organisation.
- Proven track record of operating strategically to identify, initiate and oversee corporate projects and policy development.

Indicative Qualifications

Educated to degree level or equivalent standard.
Relevant Post-graduate / professional qualification.

The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.