

# Generic Role Profile: Strategic Leadership Level C - Head of Service/Senior Professional Lead III

## Role Purpose, Context and Scope:

- Accountable for leading and managing specific Council services at a tactical delivery level, providing professional expertise, leading on a complex programme or the commissioning of services for the Council.
- Horizon scanning 1-3 years; emerging practices and seek out the latest thinking and innovation within their service.
- Work with Councillors to implement the strategic aims and objectives of the Service.
- Provide strong leadership management and guidance regarding the allocation of resources, risk management, change management and behaviours within a specific service area.
- To role model the values and behaviours of the organisation so your teams can see and hear, and learn from you.
- Manage and develop the workforce within their service area.

## Indicative Accountabilities:

- To have robust, affordable operation plans in place to deliver the Corporate Plan on time and to budget.
- Create and build effective relationships internally and externally with key stakeholders and instil in direct reports the imperative for accountability, responsibility and collaboration with others, for example: Councillors, other Boroughs, the communities we serve and partners.
- Work collaboratively across all service areas with other senior managers (including those from partner organisations and agencies) in order to deliver services, generate efficiencies and create synergies wherever possible.
- Lead, manage and develop staff so that they are capable of and motivated to achieve the corporate and service aims and objectives.
- Drive significant cultural change through the corporate infrastructure in order to drive service excellence.
- Be accountable for associated budget and have affordable plans in place to deliver the Medium Term Financial Plan.
- The service area you manage is compliant and performance management is monitored, and remedial action is taken promptly and at pace.
- Lead and manage robust, safe and resilient services that deliver in challenging times, including maintaining accurate risk registers, business continuity plans and information asset records.
- Be an ambassador for Haringey.

## Example Job Titles at Level C:

- Head of Service
- Programme Manager
- Service Lead/ Professional Expert/Commissioner

## Indicative Performance Measures:

- Specific measures from Medium Term Financial Plan.
- Achievement of Council's Corporate Priorities.
- Achievement of Workforce Plan targets.
- Support as required external assessments e.g. Ofsted, Peer Review.

## Indicative Dimensions:

- Work involves management of specific service areas or specific programmes or providing professional expertise or commissioning of services with some integration with external partners.
- Generally has a direct responsibility for the financial management of specific service area.
- Jobs at this level operate with some discretion over resource allocation. Decisions taken are consistent with Council policies and procedures. There is managerial control exercised through the review of results.
- Can deliver in a political environment.

## Leadership Qualities:

- Achieving Ambitious Outcomes** – Takes responsibility for the delivery agenda; planning activities and for achieving results. Typically looks 12 months ahead.
- Service Excellence** – Consistently strives to achieve the best for the community and residents. Focuses on quality in everything. Has a positive and dynamic approach.
- Thinks Differently** – Handles complex information. Comes up with a range of ideas and proposes well thought out solutions.
- Visible Leadership** – Leads service confidently; builds and supports teams. Understands the skills and capabilities of the team, provides feedback and encourages development.
- Work in Partnership; One Council** - Understands the value of working together. Looks to build relationships, share information and collaborate on important issues, to achieve better results.
- Open Communication** - Open, friendly, clear and confident. Adapts the way they communicate and can make an impact, influencing others and building support. Listens carefully to others to understand different views.

## Haringey Values:

- Lives, and can articulate for others, our values: Human ▪ Ambitious ▪ Accountable ▪ Professional

## Indicative Knowledge, Qualifications, Skills and Experience:

- Deep and detailed knowledge of principles and practices gained through extensive experience and development in a specific field.
- Degree level or equivalent qualification plus relevant experience.
- Membership of appropriate professional body by examination e.g. CIPFA, RICS or evidence of continuing professional development (CPD).
- Excellent communication skills.
- Ability to work with high level internal and external stakeholders.
- Ability to manage complex service delivery within a challenging and political environment.
- Understands the commercial context of the service they provide.
- Ability to exercise initiative and good judgement in delivering service and Council aims and objectives.

## Job Specific Profile

Job Title and Service Area:
Head of Digital Contact – Customer Services (Transformation and Resources)
Role Purpose:
<p>This role exists to help Haringey Council to serve its customers well.</p> <p>This will be achieved by leading Customer transformation programmes, informed by industry best practice, customer insight and experience in order to work towards excellence, efficiency and value creation, measured through continuously improving Customer and Staff satisfaction related indicators.</p> <p>Deliver an effective digital customer contact service offer and promote across the wide Council and user base within the borough by being a Digital Ambassador for change.</p>
Main Responsibilities (in addition to indicative accountabilities on generic profile):
<ol style="list-style-type: none"> <li>1. Be accountable for Digital teams delivering customer services, monitoring performance, quality and satisfaction and driving continuous improvement.</li> <li>2. Lead on the development and implementation of new Digital Customer Contact channels for the Council, understanding customer expectations and priorities and proactively identifying and lead improvements across the end to end customer journey with relevant service areas.</li> <li>3. Working collaboratively with Shared Digital, drive digital integration across Customer Services and Libraries and expertise in order to improve service outcomes through innovation, drive and enthusiasm.</li> <li>4. Work with the Head of Customer Services and Libraries to ensure the customer offer is fit for purpose and delivers improved ease of access to our residents, businesses and communities.</li> <li>5. Work closely with Shared Digital to ensure all relevant technology is commissioned, developed and improved keeping pace with technology change in order to deliver improved customer experience.</li> <li>6. In developing, delivering and promoting digital inclusion, ensure alternative means of contact are embedded for those digitally excluded or unable to use the internet.</li> <li>7. Business owner of resident facing Council website and web based information, Advice and Guidance tools, single sign on and customer portal; digital customer interfaces, working on its strategy, development and continual improvement.</li> <li>8. Champion change in the Customer Services environment to deliver more online services and work with internal and external partners to develop and support the Council's channel shift strategy.</li> <li>9. Contribute to, and where required lead, Technical User Groups to ensure the service has a valuable input to the future technologies, solutions, designs and upgrades for customer access.</li> <li>10. To support and deputise for the Assistant Director including representing the authority at internal and external meetings</li> <li>11. To create and maintain an open, inclusive and performance driven culture where staff feel inspired, empowered and have the freedom to succeed and develop.</li> <li>12. To own specific transformation programmes and change initiatives aimed at improving quality, efficiency or value across digital contacts.</li> </ol>

## Job Specific Profile

13. To work with partners and external experts in continuously exploring opportunities for service improvement.
14. To develop, own and implement fit for purpose workforce development plans in order to increase resilience and sustainability whilst creating the conditions for talent to emerge and be leveraged.
15. To lead and champion the channel shift journey of the organisation by capturing, analysing and implementing specific enabling initiatives.
16. To undertake any other temporary duties consistent with the duties and/or objectives of the post

### Knowledge, Qualifications, Skills and Experience (in addition to those on generic profile):

- Experience of delivering and implementing continuous improvement initiatives with customer satisfaction as a key driver in a contact centre environment.
- Good knowledge of customer satisfaction monitoring tools and techniques.
- Digitally savvy and comfortable with exploring new ways of working through greater use of technology.
- Experience in deploying social media tools to enhance the customer interaction.
- Knowledge of benchmarking service provision of contact centre offering for improvement and reward purposes.
- Passionate about Customer Experience.

### Dimensions:

Role reports to: Assistant Director of Customer Services and Libraries

No. Direct reports: Currently 2

No. Indirect reports: Overall responsibility for a flexible and dynamic pool of around 20 FTE

Total staff headcount: around 20 FTE which will include some interim project management

Staff budget: 500K

Other budget: capital £1-3m per annum

Other information: The direct and indirect reports and budget will flex as we transform services

### Organisational Structure (attach as an appendix)