

Job Description

Job title	Customer and Business Support Operations Manager
Directorate	BUSINESS : Business Support
Division	Finance and Business Improvement
Range	MPR 6
Reports to	The Head of Customer Experience

Main purpose of the job:

As a member of the Customer and Business Support (CABS) senior leadership team, the postholder plays an important part in the operational management and strategic direction of CABS. In a time of fast-moving change, they will lead and inspire the CABS team to deliver a professional, high quality, modern, ever improving/evolving and compliant service for residents and internal customers:

- Medway Council's primary customer contact channel, including various inbound contact methods,
- Medway Council's centralised, professional administration support function, serving most internal departments.

The postholder will embrace new technologies and modernisation of the service, supporting colleagues to do the same.

They will ensure customer enquiries, service requests and all other transactions are dealt with in an efficient manner. They will ensure administration (including 'own services' of Blue Badge and the Community Interpreting Service CIS) is efficiently completed and according to service operating agreements or other standards, providing excellent customer service.

They will work closely with council services to agree service levels and, where appropriate, identify and embed changes to meet organisational objectives. Build strong and effective relationships with services and provide effective leadership for implementing the changes.

Liaise with stakeholders in a way that promotes the [One Medway Council Plan](#) and embeds our [values and behaviours](#).

Accountabilities and outcomes:

To support the "Medway 2.0" and future transformation programmes, delivering improved processes, service by design, and better customer choice and experience. This will include embracing new practices and technologies,

such as the omni channel and AI offers such as bots and web chat to help ensure customers are easily able to 'book it', 'report it', 'pay for it', 'apply for it' et al.

To continue to manage the council's legacy customer contact channels, including the offer of an effective digital assist service for those who need it, helping to provide fair and equal access to service for all. At the same time, to promote self-serve and explain technology wherever possible, to allow customers to embrace new technologies and self-serve in the future.

To effectively manage Medway Council's centralised, professional administration support function, serving most internal departments so they may focus on core business. This will also be associated with a transformation and process improvement theme to better support services and make best use of CABS resources.

To set direction for the service, by defining, agreeing and briefing targets and KPIs in collaboration with the service manager, whilst ensuring the team works within legal and rules frameworks. To contribute to the Council Plan, through management of relevant OVIs. To drive performance to meet targets.

To maintain a detailed understanding of all internal/external customer requirements, agreeing, updating and monitoring Key Performance Indicators and service operating agreements. To manage internal and external relationships to ensure service standards are understood and are met, in order to deliver a good customer experience. To establish and maintain service operating agreements, regularly meeting with services to discuss requirements and performance.

To effectively manage, and set direction for CABS specialist teams:

1. Development, Quality and Compliance (DQC) team, defined as the 'engine room' for CABS operations in data led decision making, performance management and training and deployment, to effectively deliver:
 - Management information, including performance stats and analysis
 - QA, competence and compliance checks
 - Officer training and deployment
 - Process improvement
2. The Blue Badge service for Medway residents, evaluating and processing applications and returning outcomes to meet or exceed government stated lead times, to provide the best possible service for customers. To directly line manage the Blue Badge expert assessors, helping to assure quality and timeliness performance.
3. The authority's Community Interpreting Service (CIS), to deliver interpreting and translation facilities to allow customers equal access to services. To effectively manage the CIS budget to contain costs and maximise surplus revenue.

Working with DQC, interpret statistics and make intelligence led decisions, including resourcing and deployment (co-ordinating and managing of groups of employees carrying out work across a wide range of activities) and process improvement to enhance the customer experience.

To present management information through Power BI reports and the CABS dashboard to ensure performance and remedial actions are understood and supported. To identify and implement cost saving or revenue generating initiatives. To prepare and present performance information to portfolio holders. To investigate and respond to enquiries from councillors and MPs.

To uphold the principles of GDPR, ensuring staff are trained and compliant and that incidents are always reported and investigated, and remedial action taken.

At the discretion of the Head of Service, such other activities as may from time to time be agreed consistent with the nature of the job described above.

Key Corporate Accountabilities:

To work with colleagues to achieve service plan objectives and targets.

To understand and actively keep up to date with GDPR responsibilities, including completing regular refresher training.

Safeguarding is everyone's responsibility: all employees are required to act in such a way that safeguards the health and well-being of children and vulnerable adults.

As a corporate parent, all council employees are responsible for ensuring the well-being and positive outcomes of Medway's care-experienced children and young people.

To participate in the Performance Appraisal process and contribute to the identification of own and team development needs utilising the Career Development Framework.

Work in accordance with the Equality Act 2010 and the Public Sector Equality Duty to eliminate unlawful discrimination, harassment and victimisation. Promoting equality of opportunity, fostering good relations and improving the quality of life and opportunities for everyone living and working in Medway.

To ensure full compliance with the Health and Safety at Work Act 1974, the Council's Health and Safety Policy and all locally agreed safe methods of work.

To fully understand and be aware of the commitment to the duty under Section 17 of the Crime and Disorder Act 1998 to prevent crime and disorder.

Promote the Medway Carbon Neutral by 2050 commitment; supporting the Council action plan to ensure we play our part in addressing the climate emergency.

Medway Council is a Category One responder in relation to the Civil Contingencies Act (2004) and as a result all staff working for the Authority may be asked to carry out Category One response duties or stand into the role of another member of staff who is responding to a Major Civil Incident.

Organisation:

This role reports to the Head of Customer Experience

The post holder will have line management responsibility.

The post holder will be required to liaise with all stakeholders both internal and external to the organisation.

Working Style:

HYBRID - a flexible working arrangement whereby an employee can undertake their work either in the office and/or partially or mainly from home on a temporary or permanent basis.

Person specification

All criteria at level A are considered essential unless stated otherwise.

Qualifications

Level A

1. A good level of general education to A level or equivalent, with a particular emphasis on English and Mathematics
2. Completed a minimum of five Management and Leadership Development courses, or other professional development agreed with your line manager.

Level B (in addition to level A criteria)

1. Working toward, or completed, a management qualification (for example ILM 3 or above)

OR completed the full range of Management and Leadership Development courses or evidence of other professional development agreed with your line manager.

Level C (in addition to levels A and B)

1. Degree or higher level of general education, or equivalent vocational qualification

OR recognised management or other relevant qualification (e.g. ILM 5)

Knowledge

Level A

1. A working knowledge of the full range of services provided by unitary authorities.
2. A sound knowledge of customer services and/or administration business support services and principles
3. A sound understanding of HR and Health and Safety policies, including but not exclusively: performance management, competency/capability, disciplinary/Display Screen Equipment (DSE), probation.
4. An all-round knowledge of wellbeing support such as prevention of stress in the workplace, maternity risk assessment and a good understanding of the support facilities available to managers in managing these matters.
5. A good knowledge of customer procedures such as prevention of violence and aggression and domestic abuse.
6. Knowledge of recruitment procedures, knowing how to use recruitment systems to review applications, shortlist and schedule candidates for interview.
7. Knowledge of change management principles.

Level B (in addition to level A criteria)

1. A good knowledge of the structure and responsibilities of all CABS teams with some practical experience of working within an EMT or SMT role (at least two years).
2. Demonstrable knowledge of policy, procedural, organisational matters and specialist areas across a wide range of the services' activities.
3. A good working knowledge of Medway Council services and ways of working
4. A sound knowledge of the rules, legislation or constraints within which service is delivered by CABS and by partner services
5. Sound knowledge of service level agreements between CABS and individual council services.
6. Sound knowledge of finance and budget management to support regular budget monitoring to meet financial targets.

7. A good knowledge of the systems and processes required to perform the role and an understanding of the range of systems used within CABS.
8. Knowledge and understanding of the council's core responsibilities and the way it works.

Level C (in addition to levels A and B)

1. Knowledge of creating processes and council policies from scratch, in collaboration with the service manager, and involving the CMT where appropriate.
 2. Advanced knowledge of policy, procedural, organisational matters and specialist areas across a wide range of the services' activities. This would allow the postholder to act as an advisor to colleagues, including more senior managers and would include matters relating to rules and legislation that govern ways of working.
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Experience

Level A

1. Significant experience as a team manager within a Public Sector organisation (a minimum of 2 years) including the development of individuals by coaching, mentoring and training.
2. Experience of working in customer service or a centralised diverse administration or business support function, this should include dealing with internal or external customer interaction by phone, email or face to face, include evidence in dealing with or the supervision of resolution of complaints.
3. Experience in leading and developing a team, including responsibility for managing the workload of the team across multiple services, motivation and engagement, communication, setting targets, performance monitoring, and supporting wellbeing.
4. Experience in managing and prioritising own, and the team's, workload, working with high levels of work-related pressure.
5. Experience of carrying out a range of tasks and understanding the rules and procedures associated with them.
6. Experience of using a range of HR policies to effectively manage the team, including disciplinary, capability, sickness and conduct issues.
7. Experience of undertaking Performance Progression and Pay, or similar appraisal discussions, with team members, including objective setting.
8. Experience of managing conflict with individuals, other services or customers, through negotiation or mediation.
9. Experience in managing health and safety for the team.
10. Experience of undertaking risk assessments in relation to people or buildings and respond to a changing or emergency situation through business continuity plan.
11. Experience of report writing.
12. Experience in the handling of DPIAs, FOIs and SARs.
13. Considerable experience dealing with challenging and difficult customers.

Level B (in addition to level A criteria)

1. A minimum of 12 months of satisfactory and consistent performance working within the role including up to date mandatory training.
2. Experience of service liaison and creating service operating agreements, balancing conflicting priorities.
3. Experience of significant contributions to developing a CABS service plan and contributions to the strategic direction of the service.
4. Experience of significant contributions to developing a business continuity plan.
5. Experience of developing and maintaining career progression frameworks for CABS and CIS.
6. Experience in taking responsibility for recruitment decisions and staffing for CABS.
7. Experience of taking Senior management responsibility for the delivery and direction of distinct income generating service areas, Blue Badge and CIS.
8. Experience of steering, managing and creating a strong extended management team.

Level C (in addition to levels A and B)

1. A minimum of 24 months of satisfactory and consistent performance working at the previous level including up to date mandatory training.
 2. Significant experience in significant service or process improvement.
 3. Experience in creating or developing policy and processes and supporting the design of workflow through systems applications.
 4. Experience of writing and delivering complex reports to senior management, supporting this with briefings and formal presentations, tailoring presentations and other material to a range of audiences, refining in flight and checking for understanding and adherence.
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Skills

Level A

1. Ability to analyse and interpret data sets, such as telephony performance, as the basis for operational decision making (staff deployment, process flows, call routing, system refinements)
2. Ability to progress a variety of work (over several service areas), within recognised guidelines, and making decisions without the need to refer to the service manager.
3. Developed communication skills with the ability to present complex and/or sensitive information in an understandable way, using a variety of methods across a range of audiences.
4. Ability to oversee, and to provide guidance to colleagues concerning, the delivery of services according to correct policy, procedures and rules. This could cover such areas as accessibility to service and information, covering a range of functional areas from Blue Badges to community interpreting.
5. Able to deal with high levels of work-related pressure, meeting deadlines, coping with interruptions or conflicting demands
6. Able to work for extended periods of concentration, on complex data analysis or report writing, for example.
7. Ability to effectively deal with occasional exposure to disagreeable or aggressive customers.
8. Ability to organise and manage the team's and own workload, delegate tasks effectively, monitoring for completion and taking responsibility for outcomes.
9. Proven ability to remain calm and retain clarity of thought in pressured situations.

Level B (in addition to level A criteria)

1. Ability to use initiative and judgement interpreting data, such as detailed reports, to create meaningful solutions. This could include procedural or workflow issues, systems usage or problems with relationships
2. Adept in the use of IT, including the Microsoft suite of applications and a knowledge of the relevant functional systems used.
3. Ability to use initiative to identify areas for improvement and either contribute to projects to develop new and improved ways for working or take the lead in managing a project.
4. Ability to confidently prepare for, manage and efficiently lead, discussions with senior managers and services.
5. Able to provide interpretation, advice and guidance on the operation and implementation of external regulations and statutory requirements in such areas as, Blue Badges, and Community interpreting.
6. Able to operate a shared responsibility for the development of policies and procedures in relations to physical resources which will have a significant impact on the operation of CABS.
7. Ability or experience of chairing HR formal hearings e.g. sickness, disciplinary etc including decision making up to dismissal.
8. Able to effectively and responsibly manage spend, and cost saving activities to have a beneficial impact on council resources.
9. Able to take responsibility for the performance management of the service.

10. Able to take an active role in projects that support the strategic direction of the service or support council wide activities.

Level C (in addition to levels A and B)

1. Ability to lead in a project which impacts a wider audience, or has significance for the organisation, including careful planning, identifying and communicating with stakeholders, setting medium to long term plans, using SMART objectives and milestones and monitoring progress of the project through to completion.
2. Developed negotiation and diplomacy skills to deal with challenging and complex situations and/or customers
3. Innovation skills, to think outside normal parameters, to resolve complex situations, including significant process or systems improvements.