

Job Title	Range	Duties	Level A (Developing)	Level B (Practising)	Level C (Accomplished)
Customer Relations Officer	Range 3	<p>Working as part of the Customer Relations Team (CRT) to support the delivery of a high quality, <b>professional, modern and evolving</b> service to internal and external customers, dealing with compliments, comments and 'stage one' and 'stage two' (escalated) complaints and Ombudsman referrals about services provided by Medway Council, its partners, and commissioned services.</p> <p>To help enable fair and equal access to the compliments and complaints process, working within council policy and procedures, relevant legislation, and meeting Ombudsman expectations (including the new Complaint Handling Code, 2024).</p> <p>Support the organisation to continuously learn from customer feedback (to prevent complaint recurrence and to improve services) by accurately recording data and support the Customer Relations Team Leader in producing regular, and occasionally bespoke, management information and performance reports.</p> <p>To directly support and deputise for the Customer Relations Team Leader.</p>	<p>Required for this level (in addition to all previous levels, if applicable)</p> <p><b>Qualifications</b></p> <ol style="list-style-type: none"> <li>Good level of education (such as GCSEs or equivalent), including English and Maths.</li> </ol> <p><b>Knowledge</b></p> <ol style="list-style-type: none"> <li>A basic knowledge of services provided by unitary authorities, including ideally Adult and Children's social care, and knowledge of public sector complaints processes.</li> <li>A good understanding of GDPR and its importance when handling customer data.</li> <li>A basic knowledge of the Ombudsman's Complaint Handling Code and how to apply it.</li> </ol>	<p>In addition to level A</p> <p><b>Qualifications</b></p> <p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>A sound knowledge of the systems used, and the rules, processes and procedures that govern how you work, including: <ol style="list-style-type: none"> <li>A practical knowledge of the electronic systems used for managing and processing compliments, complaints and comments.</li> <li>A practical knowledge of Medway Council's Feedback policy and its associated processes</li> <li>Either a practical knowledge of the Local Government and Social Care Ombudsman, and/or the Housing Ombudsman Service and their processes and powers, including the Complaint Handling Code and its associated guidance,</li> <li>Or, a practical knowledge of the DfE guidance, 'Getting the Best from Complaints', and awareness of legislation which supports the Adult's and Children's social care complaints processes.</li> <li>A good understanding of the Persistent Complainers Policy and</li> </ol> </li> </ul>	<p>In addition to levels A and B</p> <p><b>Qualifications</b></p> <ol style="list-style-type: none"> <li>Identified and undertaken a minimum of four Management and Leadership Development courses offered by the council and agreed with your line manager, or other relevant training agreed with your line manager.</li> </ol> <p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>Expert knowledge in the areas in which you are working, including relevant procedures and the use of technical systems, so that peers, and colleagues at both higher and lower ranges, seek your advice.</li> </ul> <p>This will include:</p> <ol style="list-style-type: none"> <li>Thorough knowledge of the electronic systems used for managing, processing and reporting compliments, complaints and comments.</li> <li>Thorough knowledge of the Local Government and Social Care Ombudsman, and/or the Housing Ombudsman Service and their processes and powers, including the Complaint Handling Code and its associated guidance.</li> <li>Thorough knowledge of Medway Council's Feedback policy and all corporate complaint processes and associated processes, or a thorough knowledge of Adult's and Children's social care complaints processes, including the DfE guidance, 'Getting</li> </ol>

				<p>how to use it to manage persistent and unreasonable behaviour.</p> <ol style="list-style-type: none"> <li>6. A good understanding of the Prevention of Violence and Aggression at Work Policy and associated reporting processes and mechanisms.</li> <li>7. A good understanding of the Domestic Abuse Workplace Policy.</li> <li>8. Completion of Customer Complaint and Customer Service training.</li> <li>9. Attend a minimum of one Complaint Handlers Group.</li> </ol>	<p>the Best from Complaints', and the legislation which supports the Adult's and Children's social care complaints processes.</p> <ol style="list-style-type: none"> <li>4. Knowledge of processes involving complaint areas you do not regularly work in, and some understanding of the policies and legislation used in these areas.</li> </ol>
			<p><b><u>Experience</u></b></p> <ol style="list-style-type: none"> <li>1. Experience in working within a Public Sector Organisation and/or Customer Service function, preferably with responsibility to co-ordinate responses to complaints.</li> <li>2. Experience in working from multiple mailboxes and Customer Record Management systems, managing own workload, and prioritizing deadlines.</li> <li>3. Experience in dealing with internal or external customer interactions by telephone, email or face-to-face and liaising with other council (or similar) services.</li> <li>4. Experience in carrying out a range of administrations tasks and understanding the procedures associated with them.</li> </ol>	<p><b><u>Experience</u></b></p> <ol style="list-style-type: none"> <li>1. A minimum of 12 months' satisfactory and consistent performance working within this role at the previous level or a comparable role including up to date mandatory training.</li> <li>2. Experience of working well under pressure when dealing with multiple mailboxes and Customer Record Management Systems, for example, dealing with interruptions, or conflicting demands.</li> <li>3. Experience in producing accurate and timely monthly, quarterly and annual compliment and complaints data.</li> <li>4. Experience in responding to and effectively dealing with complex complaints, for example, those that span across multiple service areas.</li> <li>5. Experience in dealing with challenging and difficult conversations during internal or external customer interactions by telephone, email or face-to-face,</li> <li>6. Experience of triaging, logging and assigning social care complaints at all levels <b>or</b> stage 2 corporate and Ombudsman complaints, gaining consent where required, monitoring for, and quality checking responses, ensuring deadlines are managed and that accurate records are maintained.</li> <li>7. Experience of supporting a colleague to develop using a range of leadership skills, such as mentoring, shadowing, and coaching.</li> </ol>	<p><b><u>Experience</u></b></p> <ol style="list-style-type: none"> <li>1. A minimum of 12 months' satisfactory and consistent performance working within this role at the previous level including up to date mandatory training.</li> <li>2. Met all training and performance targets.</li> <li>3. Starting to gain experience in managing and prioritizing own, and others' workload, working with some work-related pressure, for example, from deadlines, interruptions, or conflicting demands.</li> <li>4. Experience of triaging, logging and assigning social care complaints at all levels <b>and</b> stage 2 corporate and Ombudsman complaints, monitoring for, and quality checking responses, ensuring deadlines are managed and that accurate records are maintained.</li> <li>5. Experience of using data to positively influence complaints performance within the team, for other teams, or pan council.</li> <li>6. Experience in dealing with persistent and challenging complainants, or unreasonable behaviour, using the Persistent Complainers Policy.</li> <li>7. Experience of presenting information to a meeting or small audience.</li> <li>8. Experience in working on a small project where the desired outcome is clearly set by your line manager.</li> </ol>

			<p><b><u>Skills</u></b></p> <ol style="list-style-type: none"> <li>1. Proficient in the use of Microsoft Word, Excel, Teams and Outlook.</li> <li>2. Ability to work independently within defined procedures and rules and use initiative to deal with straightforward problems, referring to line manager for unusual or difficult problems.</li> <li>3. Ability to develop and write a process (agreed with line manager) and to identify and communicate process improvements where required.</li> <li>4. Ability to accurately record details of customer complaints efficiently and effectively using technology with minimal mistakes.</li> <li>5. Ability to manage and communicate sensitive information with care and in accordance with GDPR.</li> <li>6. Ability to take simple notes as a record of discussion and actions agreed at meetings, present them in a professional format and distribute them in a timely manner (with agreement of the chair).</li> <li>7. Ability to identify and act on own development needs, monitoring own training records for expiry of mandatory training, recognising own areas of weakness or identifying career ambitions, and proactively seeking appropriate development opportunities in agreement with line manager</li> <li>8. Ability to recognise when there is a concern for a customer's welfare and to take the appropriate course of action.</li> <li>9. Ability to professionally manage customer interactions and expectations using soft skills, remaining calm, polite and courteous when dealing with customers.</li> <li>10. Ability to work competently to consistently produce high-quality, accurate work.</li> </ol>	<p><b><u>Skills</u></b></p> <ol style="list-style-type: none"> <li>1. Proficient in the use of a range of Microsoft packages, including MS Teams, and all relevant bespoke/task specific systems for the management and reporting of compliments, comments and complaints.</li> <li>2. Ability to work independently within defined Customer Relations procedures and rules but to work with initiative and use problem solving skills for complex situations, (for example a complicated problem which may include multiple issues and is difficult to understand or resolve and where there are no recognised procedures to create solutions) to agree them with line manager.</li> <li>3. Ability to develop, write, regularly review and accurately maintain procedure notes relevant to the role, and to identify and communicate process improvements where required.</li> <li>4. Ability to use Excel skills confidently to create and maintain spreadsheets, using simple formulas to calculate timescales, tools such as data validation lists capture agreed criteria, and conditional formatting to enhance information capture.</li> <li>5. Ability to use written and oral communication skills to present varied and/or sensitive information in an understandable way to formulate a range of high-quality written communications to customers including complaint responses, produce and present regular, accurate and meaningful compliment and complaint data to the Customer Relations team, and to communicate effectively with managers.</li> <li>6. Ability to take accurate minutes, for example at Alternative Dispute Resolution meetings, recording decisions and actions agreed at the meeting, present them in a professional format and distribute them in a timely manner (with agreement of the chair).</li> </ol>	<p><b><u>Skills</u></b></p> <ol style="list-style-type: none"> <li>1. Ability to confidently prepare for, effectively support, and start to lead discussions with senior managers and services, following Ombudsman's upheld decisions and to ensure learning from Ombudsman complaints.</li> <li>2. Ability to present information to a new audience, for example, the Complaint Handlers Group or similar.</li> <li>3. Ability to take responsibility for motivating and developing a member of the team through shadowing, mentoring, sharing best practice and undertaking one to one discussions.</li> </ol>
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Customer Relations Team Leader	Range 4	<p>To lead the Customer Relations Team to deliver a high quality, professional, modern and evolving service to internal and external customers dealing with all compliments, comments, complaints and Ombudsman referrals about services provided by Medway Council, its partners, and commissioned services.</p> <p>To ensure the authority enables fair and equal access to the compliments and complaints process, by ensuring the team are appropriately trained and knowledgeable to work within council policy and procedures, comply with relevant legislation, and meet Ombudsman expectations (including the new Complaint Handling Code, 2024).</p> <p>Mentor and coach CRT officers, including problem-solving and handling escalations.</p>	Required for this level (in addition to all previous levels, if applicable)	In addition to level A	In addition to levels A and B
			<p><b>Qualifications</b></p> <p>1. Five GCSEs at Grade C or Level 4 and above or equivalent, (including Maths and English)</p>	<p><b>Qualifications</b></p> <p>1. Identified and undertaken a minimum of eight Management and Leadership Development courses offered by the council and agreed with your line manager, or other continued professional development agreed with your line manager.</p>	<p><b>Qualifications</b></p> <p>1. Evidence of ongoing continuous professional development.</p>
			<p><b>Knowledge</b></p> <p>1. A knowledge of services provided by unitary authorities, including ideally Adult and Children's social care, and knowledge of public sector complaints processes.</p> <p>A good understanding of a range of processes and Policies, including:</p>	<p><b>Knowledge</b></p> <ul style="list-style-type: none"> <li>A sound knowledge of the systems used, and the rules, process and procedures that govern how you work, including:</li> </ul> <p>1. A thorough knowledge of the Local Government and Social Care</p>	<p><b>Knowledge</b></p> <p>1. A thorough knowledge in all complaints related policies, and the ability to turn theoretical knowledge into practical solutions.</p> <p>2. A good knowledge of the structure and responsibilities of CABS teams with</p>

		<p>complaint recurrence and to improve services) by regularly analysing data and presenting accurate, concise, written and verbal management information and performance reports to a range of audiences to highlight complaint volumes, response timeliness, common themes and anomalies, and to identify learning.</p> <p>To directly support and deputise for the Customer Relations Manager.</p>	<ol style="list-style-type: none"> <li>2. GDPR and its importance when handling customer data.</li> <li>3. Risk assessment processes.</li> <li>4. Other HR and Health and Safety policies, including but not exclusively: performance management, competency / capability, disciplinary.</li> <li>5. Wellbeing support such as prevention of stress in the workplace.</li> <li>6. A knowledge of the Ombudsman's Complaint Handling Code and how to apply it.</li> <li>7. A knowledge of staff recruitment methods, including the application of equality and diversity principles.</li> <li>8. Good knowledge of the probation policy and why induction is important.</li> </ol>	<p>Ombudsman, and/or the Housing Ombudsman Service and their processes and powers, including the Complaint Handling Code and its associated guidance.</p> <ol style="list-style-type: none"> <li>2. A thorough knowledge of Medway Council's Feedback policy and its associated processes.</li> <li>3. Thorough knowledge of Adult's and Children's social care complaints processes, the DfE guidance, 'Getting the Best from Complaints', and the legislation which supports the Adult's and Children's social care complaints processes.</li> <li>4. A thorough knowledge of the Prevention of Violence and Aggression at Work Policy and associated reporting processes and mechanisms</li> <li>5. A thorough knowledge of the Domestic Abuse Workplace Policy</li> <li>6. A thorough knowledge of GDPR policies and procedures, including data incident reporting</li> <li>7. A good awareness of the structure and responsibilities of CABS teams</li> <li>8. Knowing how to use the council's recruitment system to review applications, shortlist and schedule candidates for interview.</li> </ol>	<p>some practical experience of working within an EMT or SMT role.</p> <ol style="list-style-type: none"> <li>3. Good understanding of the council's approval process when seeking to recruit and the reasons for that governance being in place.</li> <li>4. Knowledge and understanding of council's core responsibilities, structure, and governance arrangements, through attendance at the Complete Manager series</li> </ol>
			<p><b><u>Experience</u></b></p> <ol style="list-style-type: none"> <li>1. Experience in working within a Public Sector Organisation and/or Customer Service function, preferably with responsibility to co-ordinate responses to complaints.</li> <li>2. Experience in managing or leading and developing a team, including responsibility for motivation and engagement, communication, setting targets, performance monitoring, and supporting the wellbeing of the team.</li> <li>3. Experience in managing and prioritizing own, and a team, workload, working with high levels of work-related pressure, for example, from deadlines, interruptions, or conflicting demands.</li> <li>4. Experience in producing simple compliment and complaints data reports and sharing these with a range of audiences.</li> </ol>	<p><b><u>Experience</u></b></p> <ol style="list-style-type: none"> <li>1. A minimum of 12 months' satisfactory and consistent performance working within this role at the previous level or a comparable role including up to date mandatory training.</li> <li>2. Experience in managing and implementing the flexible deployment of staff resources to meet day-to-day priorities.</li> <li>3. Experience in analysing and presenting data and/or producing reports as the basis of operational decision making.</li> <li>4. Experience in dealing with internal or external customer interactions by telephone, email or face-to-face, including matters which have been escalated, and dealing with challenging and difficult conversations.</li> </ol>	<p><b><u>Experience</u></b></p> <ol style="list-style-type: none"> <li>1. A minimum of 12 months' satisfactory and consistent performance working within this role at the previous level including up to date mandatory training.</li> <li>2. Experience in providing written analysis of compliment and complaints data for a range of audiences.</li> <li>3. Experience of managing conflict with individuals, other services or customers, through negotiation or mediation.</li> <li>4. Experience of guiding and advising services through complaints investigation ensuring that appropriate remedies to address fault and injustice are applied in line with the Ombudsman's Guidance on Remedies.</li> </ol>



			<ol style="list-style-type: none"> <li>5. Strong experience in dealing with members of the public over the telephone or face to face and liaising with other council (or similar) services.</li> <li>6. Experience in dealing with persistent and challenging complainants, or unreasonable behaviour, using relevant Policies</li> <li>7. Experience of using a range of HR and Health and Safety policies to effectively manage a team.</li> <li>8. Experience in managing customer expectations and written and telephone responses to complaints.</li> <li>9. Basic experience in managing and chairing team meetings.</li> </ol>	<ol style="list-style-type: none"> <li>5. Experience in implementing HR policies and procedures which could have a significant impact on individuals.</li> <li>6. Experience in investigating and responding to complaints about the services provided by the team, and applying appropriate remedies to address fault and injustice, in line with the Ombudsman's Guidance on Remedies, and applying service improvements because of customer feedback.</li> <li>7. Experience in presenting information in meetings, such as service liaison meetings or performance forums.</li> <li>8. Experience of developing individuals, teams and of succession planning, by coaching/mentoring and by identifying or specifying training.</li> <li>9. Experience of undertaking Performance Progression and Pay, or similar appraisal discussions, with team members, including objective setting.</li> <li>10. Being part of shortlisting and interview panels for recruiting new staff.</li> </ol>	<ol style="list-style-type: none"> <li>5. Experience of delivering presentations and/or trainings to a range of audiences, including the Complaint Handlers Group, using technology to present data.</li> <li>6. Experience of taking a lead role or project activity to bring about process changes to improve the customer experience or bring about efficiencies.</li> </ol>
			<p><b><u>Skills</u></b></p> <ol style="list-style-type: none"> <li>1. Proficient in the use of Microsoft Word, Excel, Outlook including MS Teams, and bespoke/task specific systems.</li> <li>2. Ability to work independently and use initiative, judgement and creativity to deal with complex situations, (for example a complicated problem which may include multiple issues and is difficult to understand or resolve and where there are no recognised procedures to create solutions) and find solutions without referring to a supervisor / line manager, where necessary.</li> <li>3. Ability to use judgement and creativity to assess situations and develop short term action plans, for example to resolve a complex complaint, for example, where it spans across multiple service areas, manage challenging customer behaviour or to resolve a problem for the customer or team where there is no immediate solution.</li> <li>4. Ability to provide general information, advice and guidance on established procedures in relation to complaints management.</li> <li>5. Ability to deal with high levels of work-related pressure, for example from deadlines,</li> </ol>	<p><b><u>Skills</u></b></p> <ol style="list-style-type: none"> <li>1. Adept in the use of a range of Microsoft packages, including MS Teams, and all relevant bespoke/task specific systems for the management and reporting of compliments, comments and complaints</li> <li>2. Ability to use analytical skills to interpret complicated information and data which may be obtained from multiple sources to develop plans for the medium to long term to improve performance within the Customer Relations Team or the wider CABS service, in consultation with Team Manager.</li> <li>3. Ability to use initiative to identify areas for improvement and either contribute to projects to develop new and improved ways for working, for example, improvements in processes and systems, or take the lead in managing a small project, for example,</li> </ol>	<p><b><u>Skills</u></b></p> <ol style="list-style-type: none"> <li>1. Ability to regularly contribute to the development of the agenda, and lead discussions at the quarterly Complaint Handlers Group.</li> <li>2. Ability to use report writing skills, using structure to clearly explain information, and to ensure there are options and recommendations.</li> </ol>

			<p>interruptions or conflicting demands which may come from another service, a manager, or from the customer.</p> <ol style="list-style-type: none"> <li>6. Ability to use developed written and oral communication skills to present varied and/or sensitive information in an understandable way using a variety of methods, for example, constructing written responses, producing, analysing and presenting data to a range of audiences, presenting trainings and workshops, and communicating effectively with managers.</li> <li>7. Ability to manage and communicate sensitive information with care and in accordance with GDPR.</li> <li>8. Ability to confidently advise on relevant processes when there is a concern for a customer's welfare and to ensure that the appropriate course of action is taken.</li> <li>9. Ability to professionally build and maintain relationships with internal and external customers.</li> <li>10. Ability to act as a higher point of escalation and able to investigate and resolve complex customer issues and enquiries from internal and external customers, for example, resolving a complicated problem which may include multiple issues and is difficult to understand or resolve and where there are no recognised procedures to create solutions.</li> </ol>	<p>reviewing and refreshing team procedures, templates, or customer and complaint handler guidance and information.</p> <ol style="list-style-type: none"> <li>4. Ability to undertake dynamic risk assessments in response to a changing or emergency situation.</li> <li>5. Ability to confidently manage meetings, for example team meetings, including preparing agendas, chairing and leading discussions through engagement and collaboration, agreeing and recording actions and monitoring for completion of actions.</li> <li>6. Ability to confidently prepare for, and efficiently lead, discussions with senior managers and services, following Ombudsman's upheld decisions and to ensure learning from Ombudsman complaints.</li> <li>7. Ability to organise and manage the team's and own workload, delegate tasks effectively, monitoring for completion and taking responsibility for outcomes.</li> <li>8. Ability to act appropriately in response to risks arising from complaints, for example in relation to the media or the Ombudsman's powers.</li> </ol>	
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Complaints Manager for Social Care	Range 5	<p>To deliver a high quality, professional, modern and evolving service to internal and external customers dealing with compliments, comments and statutory and non-statutory complaints processes for Children and Adults' Social Care services so that the organisation meets its obligations arising from the Children Act 1989 Representations Procedure (England) Regulations 2006, and the Health and Social Care (Community Health and Standards) Act 2003 Regulations 2009, and subsequent legislation.</p> <p>Work closely with social care teams and managers to manage complaints performance and ensure that complaints are responded to</p>	Required for this level (in addition to all previous levels, if applicable)	In addition to level A	In addition to levels A and B
			<b><u>Qualifications</u></b>	<b><u>Qualifications</u></b>	<b><u>Qualifications</u></b>
			<ol style="list-style-type: none"> <li>1. High level of general education to A level or equivalent, with a particular emphasis on English and Mathematics</li> </ol>	<ol style="list-style-type: none"> <li>1. Undertaken a full range of trainings offered by the Practice Development Service</li> </ol>	<ol style="list-style-type: none"> <li>1. Evidence of ongoing continuous professional development.</li> </ol>
			<b><u>Knowledge</u></b>	<b><u>Knowledge</u></b>	<b><u>Knowledge</u></b>
			<ol style="list-style-type: none"> <li>1. A thorough knowledge of social care complaints processes as set out within the Children Act 1989 Representations Procedure (England) Regulations 2006, and the Health and Social Care (Community Health and Standards) Act 2003 Regulations 2009, and subsequent</li> </ol>	<ol style="list-style-type: none"> <li>1. An awareness of social care practices through working with services and attending relevant workshops and training.</li> <li>2. A good understanding of a range Medway Council processes and Policies, including:</li> </ol>	<ol style="list-style-type: none"> <li>1. Proficient knowledge of a range of social care practices,  OR</li> <li>2. A working knowledge of the full range of services provided by unitary</li> </ol>

		<p>effectively, within target deadlines, and take the lead in coordinating multi-service complaints.</p> <p>Enable continuous service improvement through customer feedback by analysing data, and producing, and presenting management information to a range of audiences, including relevant Overview and Scrutiny Committees, highlighting volumes, timeliness, common themes and anomalies, and identifying learning.</p>	<p>legislation and how Medway Council applies these.</p> <p>2. Knowledge of the structure of Customer and Business Support Services within Local Authority and how this functions to support services and complainants</p>	<p>a. GDPR and its importance when handling customer data</p> <p>b. Fair access and inclusion</p> <p>c. Prevention of Violence of Work and Aggression</p> <p>d. Persistent Complainer Policy</p> <p>e. Domestic Abuse</p> <p>f. Safeguarding referral</p> <p>3. A thorough knowledge of the Local Government and Social Care Ombudsman and the Parliamentary and Health Care Ombudsman and their processes and powers.</p> <p>4. A practical understanding of the Ombudsman's Guidance on Remedies and the ability to advise colleagues on appropriate and early remedies.</p> <p>5. A good Knowledge of the DFE's Getting the Best from Complaints guidance, and the requirements and roles set out within it.</p>	<p>authorities and a sound knowledge of customer services and/or administration business support services.</p>
			<p><b><u>Experience</u></b></p> <p>1. Experience of working in a social care setting which may include complaints management, and experience working within a Public Sector Organisation.</p> <p>2. Experience of regularly analysing data and presenting accurate and concise written and verbal management information and performance reports to a range of audiences.</p> <p>3. Experience in investigating, responding to, and effectively resolving stage 1 social care complaints and further investigations, ensuring that investigations and responses are well coordinated for complex complaints, for example where the issues span across several service areas.</p> <p>4. Experience in acting as the Investigating Officer for stage 2 Children's Social Care complaints.</p> <p>5. Experience in resolving complaints through Alternative Dispute Resolution meetings, using negotiation and mediation.</p> <p>6. Experience in managing and prioritizing own workload, working with high levels of work-related pressure, for example,</p>	<p><b><u>Experience</u></b></p> <p>1. A minimum of 12 months' satisfactory and consistent performance working within this role at the previous level or a comparable role including up to date mandatory training.</p> <p>2. Completed at least four 'shadowing' days within a 12-month period, within a high complaint social care service.</p> <p>3. Experience in analysing complaint and compliment data and producing and presenting monthly, quarterly and annual complaints analysis reports to a range of audiences, including relevant Overview and Scrutiny Committees.</p> <p>4. Experience in working with the chair to organise stage 3 children's social care complaints panels, including preparing panel papers, sending invitations, arranging funding and settling invoices within timescales.</p> <p>5. Experience in appointing Independent People to work on stage 2 Children's Social Care complaints including arranging funding and settling invoices.</p> <p>6. Experience of developing individuals and teams by coaching/mentoring and sharing best practice.</p>	<p><b><u>Experience</u></b></p> <p>1. A minimum of 18 months' satisfactory and consistent performance working within this role at the previous level including up to date mandatory training.</p> <p>2. Experience of working in customer service or a centralised administration or business support function.</p> <p>3. Starting to gain experience in leadership through working alongside the Team Leader to support with task allocation and deputising for Customer Relations Manager where required.</p>



			from deadlines, interruptions, or conflicting demands.		
			<b><u>Skills</u></b> <ol style="list-style-type: none"> <li>1. Proficient in the use of Microsoft Word, Excel, Outlook and Teams, and all relevant bespoke/task specific systems for the management of compliments, comments and complaints.</li> <li>2. Ability to work independently within defined procedures and use initiative to deal with straightforward problems where there are no recognised procedures, making decisions without referring to a supervisor / line manager, where necessary.</li> <li>3. Ability to analyse and interpret complex information and situations relating to repeated complaints issues, develop solutions and plans for the medium term and to adopt an imaginative and innovative approach to problem solving.</li> <li>4. Ability to use well developed communication skills to present complex/sensitive information in an understandable way, to a range of audiences, and in line with good practice.</li> <li>5. Ability to work on his/her own initiative, organising their own day-to-day work, subject to the overriding control of management.</li> <li>6. Excellent customer care skills to professionally manage dissatisfied, persistent or unreasonable complainers over the phone or face to face, applying relevant policies effectively and robustly.</li> <li>7. Ability to provide general information, advice and guidance on established procedures in relation to complaints management</li> <li>8. Ability to act appropriately in response to risks arising from complaints, for example in relation to the media or the Ombudsman's powers.</li> <li>9. Ability to identify and deal with problems that arise during the day to-day investigation of complaints, which may be complex across several service areas and knowing when to refer any problems</li> </ol>	<b><u>Skills</u></b> <ol style="list-style-type: none"> <li>1. Ability to advise colleagues on the use of all relevant bespoke/task specific systems for the management of complaints and compliments.</li> <li>2. Ability to deliver trainings, workshops and presentations relating to learning from complaints</li> <li>3. Ability to contribute to discussion around good complaints handling principles at the Complaint Handlers Groups</li> <li>4. 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 small project</li> <li>5. Ability to confidently prepare for, and efficiently lead, discussions with senior managers and services, following Ombudsman's upheld decisions and to ensure learning from Ombudsman complaints.</li> <li>6. Ability to confidently manage meetings, for example team meetings, including preparing agendas, chairing and leading discussions through engagement and collaboration, agreeing and recording actions and monitoring for completion of actions.</li> </ol>	<b><u>Skills</u></b> <ol style="list-style-type: none"> <li>1. Adept in delivering trainings, presentations and workshops, leading discussions and using technology to present data.</li> <li>2. Ability to regularly contribute to the development of the agenda, and lead discussions at the quarterly Complaint Handlers Group.</li> <li>3. Ability to lead in a project which may impacts internal and/or external contacts, 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.</li> </ol>

			<p>of an unprecedented, sensitive, or reputational nature to management.</p> <p>10. Ability to provide guidance on the management of cases and discuss cases regularly with the Customer Relations Team Leader, particularly those where complainants are dissatisfied after stage 1 responses, cases escalating to Stage 2 or the Ombudsman.</p> <p>11. Ability to establish positive and constructive relationships with:</p> <ul style="list-style-type: none"> <li>the Customer Relations Team Leader, Customer Relations Manager and the Customer Relations Officers who support social care complaints</li> <li>the Children and Adult social care directorate management team, and their service managers, senior managers and local liaison officers,</li> <li>the Legal service to ensure all relevant legislation is observed</li> <li>other senior managers who support social care (e.g. Customer and Business Support, Finance) and may be required to contribute to the investigation of complaints</li> <li>independent people engaged in investigating Stage 2 complaints or reviewing Stage 3 panels.</li> </ul>		
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Customer Relations Manager	Range 6	As a member of the Customer and Business Support (CABS) Senior Management 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 Customer Relations Team (CRT) to deliver a professional, high quality, modern, ever improving/evolving and compliant customer relations service for residents and will support internal customers to manage customer feedback. The postholder will embrace new technologies and modernisation of the service, supporting colleagues to do the same.	Required for this level (in addition to all previous levels, if applicable)	In addition to level A	In addition to levels A and B
			<u><b>Qualifications</b></u> <ol style="list-style-type: none"> <li>Good level of general education to A level or equivalent, with a particular emphasis on English and Mathematics.</li> <li>Completion of, or working towards completion of, the full range of 'Complete Medway Manager' training series.</li> </ol>	<u><b>Qualifications</b></u> <ol style="list-style-type: none"> <li>Working toward, or completed, a recognised leadership or management qualification at level 3 or above, preferably relating to complaints management or customer service</li> <li>Completed the full range of 'Complete Medway Manager' training series</li> </ol>	<u><b>Qualifications</b></u> <ol style="list-style-type: none"> <li>Working toward, or completed, a recognised leadership or management qualification at level 5 or above, preferably relating to complaints management or customer service)</li> </ol>
			<u><b>Knowledge</b></u> <ol style="list-style-type: none"> <li>A knowledge of the full range of services provided by unitary authorities,</li> </ol>	<u><b>Knowledge</b></u> <ol style="list-style-type: none"> <li>A good knowledge of the structure and responsibilities of all CABS teams.</li> </ol>	<u><b>Knowledge</b></u> <ol style="list-style-type: none"> <li>Knowledge of the working methods of, and relationship building with, the</li> </ol>

		<p>They will set strategic direction for the organisation for the management of customer feedback through compliments, complaints and comments. They will act as an authority and advisor, providing complaints expertise to the council at all levels, and to help steer the development of corporate policies. They will create a positive complaint-learning and service improvement culture amongst staff to help enable prompt and effective responses and resolutions to customer complaints. They will ensure data and learning from complaints is used to drive service improvements. They will work closely with council services, building strong and effective relationships to ensure customer feedback remains prominently on the agenda</p> <p>They will ensure the organisation's compliance with all complaints legislation and guidance, including The Children Act 1989 Representations Procedure (England) Regulations 2006, the Local Authority Social Services and National Health Service Complaints (England) Regulations 2009, the Housing Ombudsman's statutory Complaint Handling Code and the Local Government and Social Care Ombudsman's Complaint Handling Code. The postholder will effectively manage the council's relationship with the Local Government and Social Care Ombudsman (LGSCO).</p>	<p>preferably including Adults' and Children's social care.</p> <ol style="list-style-type: none"> <li>2. A knowledge of public sector complaints processes.</li> <li>3. An awareness of either Medway Council's Feedback policy and its associated processes, or Adult's and Children's social care complaints processes.</li> </ol>	<ol style="list-style-type: none"> <li>2. Good working knowledge of Medway Council services and ways of working</li> <li>3. A sound knowledge of the rules, legislation or constraints within which service is delivered by CABS and by partner services</li> <li>4. A thorough knowledge of the Local Government and Social Care Ombudsman's Complaint Handling Code and its associated guidance.</li> <li>5. A thorough knowledge in all complaints related policies, and the ability to turn theoretical knowledge into practical solutions.</li> <li>6. Through a thorough knowledge of the Persistent Complainers Policy, and through experience and case studies, to know how to confidently deal with challenging and unreasonable behaviour.</li> </ol>	<p>Local Government and Social Care Ombudsman (LGSCO)</p> <ol style="list-style-type: none"> <li>2. Knowledge of how to set about creating council policies from scratch, collaborating with and briefing the Corporate Management Team (CMT); knowledge of how to seek and procure policy acceptance and launch, with all stakeholders.</li> <li>3. Knowledge of how performance benchmarking is conducted and reported, whether through reference to the Chartered Institute of Public Finance and Accountancy (CIPFA) family of authorities, or through other LGSCO comparisons of similar authorities, and how this can shape Medway Council actions, services or policies.</li> <li>4. Advanced knowledge of policy, procedural, organisational matters and specialist areas affecting all 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, specifically relating to customer feedback.</li> </ol>
			<p><b>Experience</b></p> <ol style="list-style-type: none"> <li>1. A minimum of 12 months' experience in leading a team</li> <li>2. Experience of working in customer service or complaints management, with responsibility for co ordinating complaints responses.</li> <li>3. Experience working within a Public Sector Organisation</li> <li>4. Experience in dealing with internal or external customer interactions by telephone, email or face-to-face</li> <li>5. Experience in leading and developing a team, including responsibility for managing the workload of a team, prioritising own, and the team's, workload, motivation and engagement, communication, setting targets,</li> </ol>	<p><b>Experience</b></p> <ol style="list-style-type: none"> <li>1. A minimum of 12 months' satisfactory and consistent performance working within this role at the previous level or a comparable role including up to date mandatory training.</li> <li>2. A minimum of 12 months' practical experience of working within a CABS EMT or SMT role.</li> <li>3. Experience in investigating and responding to complaints, and applying appropriate remedies to address fault and injustice, in line with the Ombudsman's Guidance on Remedies, and applying service improvements because of customer feedback.</li> <li>4. Experience in dealing with persistent and challenging complainants, or</li> </ol>	<p><b>Experience</b></p> <ol style="list-style-type: none"> <li>1. A minimum of 24 months' satisfactory and consistent performance working within this role at the previous level including up to date mandatory training.</li> <li>2. Experience in creating or developing policy and processes, such as complaints policy, persistent complainers' policy, and complaints management workflow through systems applications</li> <li>3. Experience of writing and delivering comprehensive reports to senior management, supporting this with briefings and formal presentations</li> <li>4. Experience of tailoring presentations and other material to a range of audiences, including the Complaint</li> </ol>

			<p>performance monitoring, and supporting wellbeing</p> <p>6. Able to cope with work-related pressure, for example, from deadlines, interruptions, or conflicting demands.</p>	<p>unreasonable behaviour, using the Persistent Complainers Policy</p> <p>5. Experience of managing conflict with individuals, other services or customers, through negotiation or mediation.</p> <p>6. Experience of using a range of HR policies to effectively manage the team, including disciplinary, capability or conduct issues</p>	<p>Handlers Group, refining in flight and checking for understanding and adherence.</p> <p>5. Considerable experience dealing with challenging and difficult customers, applying responses that may include exclusion from council buildings and exclusion from further dialogue.</p>
			<p><b><u>Skills</u></b></p> <p>1. Ability to organise and manage the team's and own workload, delegate tasks effectively, monitoring for completion and taking responsibility for outcomes.</p> <p>2. Demonstrable ability to analyse and interpret data sets, such as complaints performance and LGSCO information, as the basis of management reporting to drive learning and improvement activities.</p> <p>3. Adept in the use of IT, including the Microsoft suite of applications and a knowledge of any relevant functional systems used within the sector</p> <p>4. Demonstrable 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.</p> <p>5. Demonstrable 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.</p> <p>6. Ability to confidently prepare for, and efficiently lead, discussions with senior managers and services, following Ombudsman's upheld decisions and to ensure learning from Ombudsman complaints.</p> <p>7. Demonstrable ability to undertake direct responsibility for the development of high performing and productive teams covering more than one area of activity, setting clear objectives, directing the training and development of substantial numbers of employees.</p>	<p><b><u>Skills</u></b></p> <p>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</p> <p>2. High level of competence in the use of IT, able to coach and guide others</p> <p>3. Able to proactively seek out and resolve process or procedural weaknesses for the benefit of the customer and the organisation. Able to lead such projects, identifying and engaging with stakeholders.</p> <p>4. Ability to confidently manage meetings in all respects.</p> <p>5. Demonstrable ability to confidently present complaint data to Directorate and/or Corporate Management Teams.</p> <p>6. Demonstrable ability to confidently deliver trainings or workshops, using technology to present data.</p> <p>7. Able to provide interpretation, advice and guidance on the operation and implementation of external regulations and statutory requirements in relation to complaints management. In such areas as LGSCO Revenues and Benefits, Blue Badges, and Community interpreting</p> <p>8. Able to take a shared responsibility for the development of policies and procedures in relation to complaints management.</p> <p>9. Able to effectively and responsibly manage spend, and cost saving activities to have a beneficial impact on council resources.</p>	<p><b><u>Skills</u></b></p> <p>1. Demonstrable 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.</p> <p>2. Developed negotiation and diplomacy skills to deal with challenging and complex situations and/or customers. This might include complex ombudsman cases with attendant risk of conflict and reputational damage.</p> <p>3. Innovation skills, to think outside normal parameters, to resolve complex situations, including significant process or systems improvements (such as JADU, for example).</p>

			<p>8. Demonstrable 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 functional areas such as complaints and compliments, and LGSCO escalation.</p> <p>9. Demonstrates the ability to deal with</p> <ul style="list-style-type: none"> <li>a. high levels of work-related pressure, meeting deadlines, coping with interruptions or conflicting demands</li> <li>b. extended periods of concentration, on complex data analysis or report writing, for example.</li> </ul> <p>10. Ability to effectively deal with occasional exposure to disagreeable or aggressive customers.</p> <p>11. Proven ability to remain calm and retain clarity of thought in pressured situations.</p>		
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