

I refer to the agenda for the meeting of the Policy & Resources Committee to be held on 22 September 2009 and now enclose report as undernoted which the Committee may wish to consider as an Additional Agenda Item.

ELAINE PATERSON
Head of Legal & Administration

Undernote

Additional Agenda Item

Future Operating Model - Establishment of New Post - Customer Service Manager - Release 1

Report by Head of Organisational Development & Human Resources

Enquiries to - **Rona McGhee** - Tel 01475 712113

Report To: Policy and Resources Committee **Date:** 22 September 2009

Report By: Head of Organisational Development and Human Resources **Report No:** HR/30/09/AM

Service Officer: Allan Wilson **Service No:** 01475 712022

Subject: Future Operating Model – Establishment of New Post –
Customer Service Manager - Release 1

1.0 PURPOSE

- 1.1 The purpose of this report is to recommend the creation of a new (permanent) post of Customer Service Manager (Grade O - £48,712 - £51,663).
- 1.2 The subject matter forms part of the Council's Corporate Workforce and Development Strategy, Theme 1 – Planning for the Future (Modernisation). The Future Operating Model (FOM) Project aims are to achieve a modernised customer service delivery to the citizens of Inverclyde.

2.0 SUMMARY

- 2.1 It is recognised that the success of FOM is vital to the Council and as such the manager of the Customer Service Centre is an important position to consider early in the project. A job description and person specification is attached (Appendix 1)
- 2.2. It is envisaged that the successful candidate will assist the FOM programme team during the duration of the project and develop a strong customer service ethos and clear operating procedures within the Customer Service Centre. Release 1 temporary structure Appendix 2.
- 2.3. Creation of this post requires Committee approval as the grade for the post – O – is beyond the Head of Organisational Development and Human Resources delegated authority.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that Committee approve the creation of a new (permanent) post of Customer Service Manager (Grade O - £48,712 - £51,663).
- 3.2 It is recommended that in addition to being advertised in the Council's Internal Vacancy Bulletin, this new (permanent) post be advertised externally as there is no direct internal match and; that the advertising of the post is carefully considered to ensure attraction of quality candidates.

4.0 BACKGROUND

- 4.1 The Future Operating Model (FOM) is designed to realise benefits gradually - the project plan includes a step by step move from the current position to a fully operational Customer Service Centre over a period of three years.
- 4.2. The Customer Service Centre is the driving force behind the FOM project. As this centre increases capacity at stages throughout the programme the ambitions associated with FOM will begin to be realised.
- 4.3, It is considered important that the Customer Service Manager is involved at an early stage of the development of the Customer Service Centre to ensure that best practice is enshrined into the operational procedures etc.
- 4.4. It is acknowledged that the Customer Service Manager is a specialist role for which there is no direct match from within the Council. Following the Employee Matching Process aligned to the FOM project it is considered appropriate to advertise for the post externally.
- 4.5. The external advert for the Customer Service Manager should be designed to sell the importance of the role and to attract quality candidates. The Herald, Daily Record (Sunday Mail) and the national recruitment portal – which for example connects with S.1 Jobs – would satisfy these objectives.
- 4.6 It is anticipated that the creation of a Customer Service Manager will have no impact on the grade of the existing Revenues and Benefits Service Manager. The existing Revenues and Benefits Manager had previously been identified as fulfilling the role of Customer Service Manager in addition to the Revenues and Benefits remit; however, it has been recognised that these posts are different and it is not possible for one person to fulfil both roles.

5.0 PROPOSALS

- 5.1 That Committee accept the requirement to attract an appropriately experienced Customer Service Manager.
- 5.2 That Committee agree to advertise the post in a manner designed to attract quality candidates.

6.0 IMPLICATIONS

- 6.1 Finance:
The Chief Financial Officer comments that there is no specific provision for the establishment of a Customer Service Manager post within the approved 2010/11 revenue budget.
If Committee agree with the recommendation that the Council establish a permanent post then a permanent funding solution needs to be found. This precludes the use of reserves and as such the post will require to be funded from the estimated gross savings arising from the FOM.
Given that the Council has approved its' 2010/11 revenue budget then this will require an increase in the unidentified employee savings to be achieved in 2010/11 from £315,000 to £376,000.

Financial Implications – One off Costs

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments
81793 000 62001		2009/10	£ 3,000	N/A	Contain within existing budgets.

Financial Implications – Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (if Applicable)	Other Comments
Customer Services	Employee Costs	01.01.10	2009/10 = £15,250 2010/11 = £61,000 (inc. on costs)	FOM Savings	Funded from increased savings target for Release 2 & 3 in 2010/11.

6.2 OD&HR: n/a

6.3 Legal: n/a

6.4 Equalities: n/a

7.0 CONSULTATION

7.1 Consultation has taken place with trades unions.

8.0 LIST OF BACKGROUND PAPERS

8.1 Appendix 1 – Customer Service Manager Job Description and Person Specification

8.2 Appendix 2 – Interim Structure for Release 1

JOB DESCRIPTION

<u>Post Title:</u>	Customer Service Manager
<u>Post Number:</u>	
<u>Grade:</u>	O
<u>Service:</u>	
<u>Section:</u>	Customer Service Centre
<u>Responsible to:</u>	Head of Safer Communities

Overall Purpose of the Job:

To develop and manage the Council's Customer Service Centre function in partnership with internal and external service providers.

Main Duties and Responsibilities

1.	To manage, commission and deliver the Customer Service Centre in accordance with Council's Policies and Procedures, Corporate Plan and in line with relevant legislation. Ensuring compliance and relevant statutory procedures and regulations within the Service.
2.	To manage such services in pursuit of the principles of quality management, including: <ul style="list-style-type: none"> - a commitment to a customer / resident focus; - the pursuit of continuous improvement, and - the achievement of economy, efficiency, and effectiveness in all services in the planning commissioning and delivery of services.
3.	To prepare the Service Plan in support of the Council's Corporate Plan, incorporating performance measures, indicators and setting measurable targets for all such activities. To monitor its implementation and keep all such plans under regular review.
4.	To develop, implement, monitor and review the Customer Services strategy and policy formulation in accordance with the Council's aims and resident needs.
5.	To performance manage, monitor and support the activities of the Customer Service Centre function in partnership with the other Services of the Council and external partners.
6.	To have overall responsibility for the budgets within the remit of the post, taking account of the Council's Financial Policies and Regulations.

7.	Prepare and co-ordinate reports for the Council, its Committees, or other such bodies as are appropriate and to attend meetings to discuss these reports as necessary.
8.	To exercise delegated authority in accordance with the Council's Scheme of Delegation.
9.	To promote equality and inclusion in service provision and employment through personal example, open commitment, clear action and direction.
10.	To develop internal and external communications, ensuring that clear and regular information is provided to the public and all staff within the function. This will include informing Elected Members of the activity of the Service and ensuring appropriate responses.
11.	To ensure the management of all customer service complaints and comments.
12.	To fully support and implement both Corporate and Service based initiatives.
13.	To undertake ongoing negotiation of internal service level agreements, ensuring required changes are introduced smoothly and seamlessly.
14.	Support the implementation of new and/or revised technology and ensure it is being used to its full potential.
15.	Secure optimum performance and development of individuals via the Council's performance management process.
16.	Deal with all staffing matters within the function, including recruitment, training, guidance and discipline. Establish effective relationships with Trade Unions and employee representatives.
17.	Any other duties and responsibilities as directed by line management.

Note: Where relevant, the general statements contained in this job description should be considered in the context of their relationship with other Council Policies, Procedures, operating arrangements, and other statutory responsibilities of Officers.

Date Produced: September 2009

PERSON SPECIFICATION

The Person Specification clearly describes the skills/abilities/personal qualities needed to successfully undertake the duties of the post. It is agreed by the Panel prior to advertising and is used as the sole means of selecting candidates for interview. In developing job descriptions & person specifications, the Council will have due regard to its commitment to equality & diversity by ensuring that job criteria are relevant to the successful undertaking of the job and do not indirectly or disproportionately disadvantage any individual on the grounds of gender, age, disability, race/ethnic origin, religion or belief, sexual orientation, caring responsibilities or social status, unless it can be justified on objective grounds.

POST TITLE: Customer Service Manager

<u>ATTRIBUTES</u>	<u>ESSENTIAL:</u> The minimum acceptable level for safe and effective job performance	<u>DESIRABLE:</u> The attributes of the ideal candidate
<p><u>ATTAINMENTS/ EXPERIENCE</u></p> <p>1.Educational (e.g. qualifications, membership of professional bodies)</p> <p>2.Occupational (e.g. experience)</p>	<p>Good academic or work-based qualifications. Membership of an appropriate professional body.</p> <p>Senior managerial experience within a multi-functional customer focused environment and where high standards, monitoring and performance are key.</p>	<p>An understanding of local government.</p>
<p><u>SKILLS & ABILITIES</u> (e.g. work ethic, motivation, judgement, initiative, analytical skills, problem solving skills, report writing skills)</p>	<p>Strong beliefs in provision of high customer service standards and a demonstration of promoting and driving these standards within a large team. Experience in performance management.</p> <p>Experienced in driving change management and motivating a changing workforce.</p> <p>Proven negotiation skills and being able to use initiative.</p> <p>Excellent communicator both verbally and written.</p>	
<p><u>SPECIAL APTITUDES</u> (e.g. numerical skills, manual dexterity, driving licence)</p>	<p>Proven numerical skills.</p> <p>Experienced in the use of customer based software systems.</p>	<p>Driving licence.</p> <p>Experience of Microsoft Office.</p>
<p><u>ANY ADDITIONAL JOB RELATED REQUIREMENTS</u> (e.g. ability to work irregular hours, shifts)</p>	<p>Flexible to meet the needs of the business.</p>	

DISABLED APPLICANTS AND GUARANTEED INTERVIEWS

Under the 'Double Tick' initiative, an applicant who indicates they have a disability and who meet the essential requirements for the vacancy will be offered a guaranteed interview.

FOM Release 1 - Interim Staff Structure

