

Job Profile Information: Head of Property Customer Services and Engagement

This supplementary information for Head of Property Customer Services and Engagement is for guidance and must be used in conjunction with the Job Capsule for Job Level 6 Zone 2.

It is for use during recruitment, setting objectives as part of the performance management process and other people management purposes. It does not form part of an employee's contract of employment.

Role Purpose:

This role manages all customer contact for the Property Management division, providing leadership and strong management of call handling, casework and communications for repairs and maintenance services covering 33,000 Council Homes. In time this role will also lead the helpdesk functions for all facilities management services.

Example outcomes or objectives that this role will deliver:

- Manage the call handling function for property management, receiving over 200,000 calls a year and raising 100,000 repair orders
- Lead the transformation of the customer experience across the division's services, working with heads of service, staff and residents
- Direct management of revenue budgets of approximately £2m per annum with responsibility for budget setting, reporting and resource management
- Managing customer access for revenue repair functions and FM services with an annual value of approximately £30m per annum, spanning 33,000 homes, 150 corporate buildings and 37 schools and children's centres
- Development and delivery of consultation and engagement programmes for planned works programmes of between £50m and £80m per annum, making sure relevant stakeholders engaged in a structured fashion with high quality communications and correspondence
- Develop the online offer with the Council's IT and customer insight teams; making it easier for residents and building users to raise and track repairs online
- Work collaboratively with the Council's Head of Customer and Registration Services, particularly in relation to the development of shared systems, overflow / contingency arrangements and infrastructure
- Work with the Head of FM, IT services and staff to integrate FM helpdesk functions into the call handling function
- Work with the Head of Repairs and Operations to closely integrate call handling and works scheduling processes across building repairs and the M&E supply chain

- Make best use of resources across the call handling function, developing a dynamic resourcing model to match peaks and troughs in demand
- Lead resident engagement processes across all work types with a primary focus on planned works and major repairs
- Drive performance analysis, complaints analysis and reporting processes, developing lessons learnt reports and improvements to processes
- Make sure quality assurance processes are implemented, e.g. independent telephone surveys, contract performance reporting
- Lead the case management function, making sure cases are closed down promptly and with an emphasis on finding a solution that works for residents and building users
- Effectively manage the division's Councillor and Member of Parliament enquiry processes, making sure enquiries are responded to promptly and effectively, with an understanding of political sensitivity.

People Management Responsibilities:

This role will manage a team of 47 staff with 8 direct reports. Management of consultant resources as required.

Relationships:

Internal

- Staff at all levels within Camden Council, building support with other heads of service and directors as required
- Consultants
- Union representatives

External

- Councillors of Camden Council
- Government Departments and agencies
- Contractors and supply chain partners
- Other public sector providers and organisations
- Members of the public
- MPs

Work Environment:

This role will primarily be based at the Holmes Road depot, with meetings held at 5 Pancras Square, Crowndale Centre and Arlington Road as required. Attendance at evening meetings will be required, this including Council scrutiny committee meetings, meetings of the Cabinet, Leaseholders' Forum, District Management Committees and meetings with tenants and residents' associations. The post holder will be required to attend site and meet with residents and / or ward councillors to resolve customer service or case management issues.

Technical Knowledge and Experience:

- Demonstrable experience of leading a multi-service, multi-channel contact centre and the processes, systems and technologies employed
- Excellent understanding of the requirements of managing complaints processes in compliance with statutory requirements
- Experience of operating customer engagement functions in a large scale public sector environment essential
- Proven capability to effectively lead and build capacity within a fast-changing environment
- Proven negotiating, mentoring, coaching and strong influencing skills
- A proven ability to analyse data, report performance and drive service improvement
- Successfully designing, developing and delivering transformational business change work impacting on people, processes, and technology, in large and complex organisations, significantly increasing the service performance of the organisation
- Successful delivery of business and cultural change and realisation of associate benefits
- Proven experience of managing resources (including budgetary control)
- Project management and process improvement experience.

Leadership Behaviours

INSPIRE	Our leaders demonstrate the organisational values every day. They are passionate about the services they lead and delivering the vision and outcomes in the Camden Plan. They are authentic, inspirational and engage others through their personal leadership and ability to make the vision meaningful to all. Leaders are highly visible to staff and partners across Camden, have an interest and curiosity about the work of the whole council and 'make
----------------	---

	everything their business'. Because they understand the bigger picture and always do things in the best interests of Camden, our leaders can lead different areas and work across the Council. They are recognised as exemplary leaders by organisations beyond Camden.
ARE POLITICALLY ASTUTE	Leaders demonstrate a wide understanding of the national and local political and economic environment and the perspectives of key stakeholders. They utilise this to shape the vision for the future, influencing the thinking and direction of stakeholders, including Members, partners and residents, and building credibility as a trusted advisor.
DEVELOPS PEOPLE	Our leaders identify talent and develop capability so that we have the highly skilled, committed and motivated workforce we need to deliver the Camden Plan. They create a culture of accountability – ensuring all staff, Members and other stakeholders deliver agreed outcomes and act in line with our ways of working.
COLLABORATE	Our leaders create the conditions for effective collaboration between stakeholders across Camden. Leaders establish relationships building trust and rapport. They listen to and understand different stakeholder perspectives, and are open and honest with others, be they staff, peers, Members, partners, providers or customers. Our leaders build a shared sense of purpose across Camden, unlocking the borough's collective resources for the benefit of all. Challenge is accepted and encouraged as a means of delivering the best outcomes.
DRIVE QUALITY AND VALUE	Our leaders are ambitious and innovative in their approach to driving high standards, quality and value for money. They trust and respect staff and partners as experts in their work and empower them to be courageous and try new approaches in order to improve services and outcomes for customers.
INFLUENCE	Our leaders scan the environment and seek out the latest thinking, tools and technologies across all sectors. They think broadly about how this applies to the Camden context, taking the best of what's around us to set the future direction for the borough.

Camden Way Five Ways of Working

In order to continue delivering for the people of Camden in the face of ever increasing financial pressure, we need to transform the way we do things. We call this the Camden Way. The Camden Way is a key part of our transformation strategy often referred to as the transformation triangle which links the Camden Plan, the Camden Way and the Financial Strategy together.

The Camden Way illustrates the approach that should underpin everything we do through five ways of working:

- Deliver for the people of Camden
- Work as one team
- Take pride in getting it right
- Find better ways
- Take personal responsibility

For further information on the Camden Way please visit by clicking [HERE](#)

Chart Structure

