

Report to Joint Consultative and Safety Committee

Subject: Consultation Closure: Report proposing organisational change within Customer Services and IT

Date: 28 November 2012

Author: Mark Kimberley, Corporate Director

1. Purpose of the Report

To reintroduce the proposal relating to the change to the establishment of the Customer Services and IT Service and to invite comments or recommendations from the Committee which will be referred to the Chief Executive who, under delegated arrangements, has the authority to determine the final staffing structure to be adopted. This final report concludes the formal consultation process for this proposal, subject to any recommendations made by the committee to vary or extend this consultation period.

2. Background

Proposals to review the Customer Service and IT function were introduced to affected employees at the start of formal consultation at a meeting on 9 October 2012 to which Unison was invited. The full report was introduced to this committee on 23 October. The original report to this committee, including the full staffing proposal (but excluding the full set of job descriptions originally included), is shown at Appendix 1.

Appendix 2 shows the written comments received in response to this consultation.

3. Amended Proposals

Further to comments already received through the consultation process, the following variations to the original report are proposed:

- 3.1 The report of 23rd October 2012 did not have the correct version of the proposed job description in respect of the Customer Insight Officer. The correct version and the description against which the grade was established are set out at appendix 3. A copy of this version was distributed to colleagues during the formal consultation period.
- 3.2 An amended proposed job description in respect of the IT Service Delivery Manager Post is set out at appendix 4. The description has been enhanced to add clarity regarding the Technical, Operational and Application aspects of the role. There is no impact on the proposed

grade for this Post. A copy of this version was distributed to colleagues during the formal consultation period.

3.3 The following textual adjustments have been made:

- Correction of drafting error within the proposed job description in respect of the Customer Services Manager Post
- Removal of references 'to be confirmed - subject to job evaluation' specifically in relation to the Customer Services Manager Post

3.4 The following is proposed in respect of ring-fencing:

- In respect of the proposed Customer Services Manager Post (Band 10, 1 FTE) the initial ring-fencing for applications will be the restricted to the exiting One Stop Manager Post holders (Band 9, 1.4 FTE)
- In respect of the proposed IT Service Delivery Manager Post (Band 9, 1 FTE) the initial ring-fencing for applications will be the restricted to the exiting Senior ICT Technical Officer Post holder (Band 8, 1 FTE)

3.5 It is proposed that the implementation arrangements in respect of the transfer of the Visiting Officer Function to Customer Services will be a formal process to determine which of the existing Visiting Officers will come across as part of the compliment of 1.6 FTE and, subsequently, which of the existing compliment of Visiting Officers (2 FTE) will become 'at risk' and subject to the Council's applicable protocols.

3.6 In respect of the written comments, which are set out at appendix 2 relating to the managerial arrangements within Customer Services, no variations to those set out within the original report are proposed.

In summary, the existing managerial arrangements are not working and are hampering the effective and efficient delivery of the Councils Customer Services function.

It is suggested that the original proposals remain unchanged as they, reduce the existing managerial compliment by 0.4 FTE; clearly define the individual roles, responsibilities and in essence their accountability. In addition, the proposed roles will give clarity, capacity and empowerment for the post holders to deliver at each of the levels defined. It is the strong opinion of the Service Manager that one of the significant barriers to developing and enhancing the Customer Service function is the existing managerial arrangements.

As part of the consultation process the Service Manager has meet with all members of the operational delivery team within Customer Services (the posts which operate beneath the managers) and has received very positive feedback on what is proposed.

3.7 In respect of the written comments, which are set out at appendix 2 relating to the Customer Insight Officer, no variations to those set out within the original report are proposed.

The proposals are put forward, within the available budget envelope, on the basis of creating capacity to enable the Council to focus on Customer Insight. As this is a new activity for the Council it has to be noted that there has and will be the need for an element of setting up the role and the associated activities.

It is considered that the capacity proposed is correct and takes account of the requirements both initially perceived and the 'reality' of the 'secondment' experience.

4. Recommendation

The Committee is asked:

- a. to consider the detailed report at Appendix 1,
- b. to receive comments from employees and union representatives, and
- c. subsequently to make any appropriate recommendations for consideration by the Chief Executive under whose delegated authority a final staffing structure will be implemented.



Report to Joint Consultative and Safety Committee

Subject: Restructure of Customer Services & IT

Date: 23rd October 2012

Author: Service Manager (Customer Services and IT)

1. Purpose of the Report

This report presents a proposal for a minor staffing restructure within the Customer Services & IT functions which can be accommodated within existing staffing costs.

The report also deals with the required savings arising from an approved Cashiering Efficiency bid.

The report has links with another staffing restructure proposal, within the same Directorate, which covers more significant changes in respect of Revenue Services. These proposals include the transfer of the Housing Benefit Home Visiting Function to Customer Services.

The report proposes the creation of a Customer Insight Officer which is recommended to be established within the Communications Team. Funding for this activity can be achieved by savings identified within the Revenue Services staffing restructure report.

2. Background

Members will recall that in January 2012, to support the Chief Executive, Corporate Director and Service Manager roles were established which enabled a more effective bringing together of related activity under a set of new managerial arrangements. At that time, the Customer Service, IT and Corporate Administration functions came together to form the remit for one of the newly created Service Managers.

The designated Service Manager has taken the opportunity from January 2012 to review the operation of the teams and to consider what changes might be required to enhance the current arrangements.

During the period from January 2012 a number of temporary arrangements were put in place including secondments in and out of Customer Services. These activities have contributed to the rationale behind the proposals put forward within this report in respect of Customer Services.

The rationale behind the proposals put forward within this report in respect of IT arise from experiences gained during a long term secondment of the IT Technical Manager to Electoral Services together with a purposely held vacancy of the Senior IT Support Officer.

The overall proposed changes are not significant and can be viewed as fine tuning of some managerial aspects, capacity adjustment within IT to deal with research and development, the transfer of a 'front facing' function from Revenue Services to Customer Services, and an adjustment the initial point of contact for IT.

It is proposed that the required savings arising from the approved Cashiering efficiency bid are dealt with as part of this exercise.

The proposal to create capacity to support Customer Insight activity follows the benefits which are being realised from the current secondment of resource from Customer Services to the Communications Team to enable the delivery of these functions.

3. Proposal

The existing and proposed structure appears at appendix (a) and (b).

Customer Services

Overview

The current arrangement of 1.4 'line managers' is not ideal and it is therefore proposed that one person is in overall charge of the function. In addition, the managerial support roles beneath the 'line manager' need to be robust and, at the same time have the capacity to deliver the day to day operational service.

Taking into account the significantly reduced support from the Service Manager in comparison with the pre January 2012 arrangements, it is proposed that the managerial arrangements for Customer Services comprise of one Customer Services Manager, One Assistant Customer Services Manager and One Customer Services Duty Manager.

Since its inception the Customer Service function has significantly expanded and matured and currently handles most of the Councils first point of contact in respect of face to face and telephony. In addition, a multi-agency service delivery environment is becoming the accepted norm.

Supplementing these proposals and to develop an enhanced 'customer focused' working relationship with citizens who interact with the Council using white mail it is proposed to integrate the day to day line managerial arrangements of the Corporate Administration Team with Customer Services.

The current managerial arrangements within Customer Services are a mixture of both full time and part time which is not conducive to the operation of the service. The Service Manager will be seeking to establish the three managerial positions on a full time basis.

These proposals will enable the Customer Services Line Manager, in conjunction with the Service Manager, to focus on the development, performance and quality of the service whilst being appropriately supported by a deputy Manager whose role will include front and back office interaction and the duty manager who will deal exclusively with day to day demand management.

Using savings generated from the Revenue Services staffing report it is proposed to create a post to handle Customer Insight. Customer Insight activity has been the focus of one of the temporary secondments from Customer Services over the past few months and has proved to be very beneficial. The creation of a dedicated resource to lead on Customer Insight would enable the Council to have an overarching expertise and sense of corporate direction in this area. The function would enable the bringing together of 'themes' and 'customer intelligence' from a number of different Service Managers. The function would have expertise in the gathering, and analysis of 'customer intelligence' including information gathering techniques and tools.

Specific Proposals

One Stop Manager

It is proposed that the current established position of One Stop Manager (1.4 FTE) is deleted and that a new post of Customer Services Manager (1.0 FTE) is created.

Following a review against the Councils Job Evaluation Scheme, which has taken account of the reduced level of operational support from the Service Manager, the recognition of the requirements of the role including the range of activity, taking responsibility for the Corporate Admiration Team, budgetary responsibility and multi-agency working; it is proposed that the post is graded at Band 10 (to be confirmed - Subject to Job Evaluation).

One Stop Assistant Manager

It is proposed that the current established position of One Stop Assistant Manager (2.0 FTE) is deleted and that two new posts are created as follows:

Customer Services Assistant Manager (1.0 FTE)

Following a review against the Councils Job Evaluation Scheme, which has taken account of the recognition of the requirements of the role it is proposed that the post is graded at Band 8.

Customer Services Duty Manager (1.0 FTE)

Following a review against the Councils Job Evaluation Scheme, which has taken account of the recognition of the requirements of the role it is proposed that the post is graded at Band 7.

Housing Benefit Visiting Officers

In conjunction with the Revenues Services Staffing Restructure Report of the same date, which is being considered by this Committee, it is proposed that the defined establishment of 1.6 FTE at its current level of Grade and duties is transferred to be an integral part of the Customer Services function. This team will be managed by the Customer Services Assistant Manager as their core function is dealing with home visits as opposed to the Customer Services core delivery team who primarily deal with Customers who make contact with the Council by phone or personal visit. In due course, there will be the opportunities to mix and match the resources of the teams as the demand dictates.

Customer Insight Officer

It is proposed to create a new post of Customer Insight Officer with an establishment of 0.59 FTE. The post would become part of the Communications Team.

Following a review against the Councils Job Evaluation Scheme, which has taken account of the recognition of the requirements of the role it is proposed that the post is graded at Band 7.

Cashiering Efficiency

The cashiering efficiency bid which was proposed and approved on the basis of the closure of the cash office and the installation of self service facilities within reception requires an on-going saving of £31,500. The original proposals have not been implemented primarily due to the allowance of a longer lead time to enable a fuller assessment of the available, viable options. The proposals within this report deal with required savings the major aspects of which would take effect from 2013/14.

Information Technology

Overview

In order ensure that the Council is appropriately and continually aligned with emerging underlying technologies and compliant with an acceptable level of IT security it is proposed to formally split the IT function into two distinct elements both of which would report to the Service Manager.

A research and development function, at principal officer level, will lead on aspects covering infrastructural and underlying technology deployments; investigating and signing off the technical and security credentials for new and upgraded IT Systems; establishing and maintaining arrangements in respect of the IT Security agenda; IT Policy development and IT System Licence compliance. In addition, this role will lead and develop the arrangements in respect of the delivery of IT desktop training; maintain and develop commercial interests and, where appropriate to do so, develop the existing partnership working arrangements with 'partner' Councils.

To deal with the operational and technical delivery of the IT Service to all end users it is proposed to create an IT Services delivery function. The delivery function will manage the IT Technical Team and deal with all aspects of day to day support. End users include Elected Members, Civic Centre and remotely based staff, authorised commercial customers and partner 'agencies'. In addition to the day to day operational and technical delivery of services; the Team will provide IT desktop

training. This critical function requires the expertise and capacity to be able to respond to and deal with a variety of levels of internal and external users who are utilising a mix of fixed, remote and mobile technologies. Services are currently and will continue to be delivered using industry standard first, second and third line support methodology.

To strengthen and enhance the capacity of the first line IT Support function it is proposed to delete the senior IT support officer post and bolster the IT support officer function. The rationale for this proposal is to recognise that the staffing and responsibilities that were part of the remit of the senior post no longer exist and the provision of more capacity at the lower level will increase the instances of resolution at first port of call and, provide capacity at the IT Technical Officer level to focus on the delivery more complex tasks.

Specific Proposals

IT Technical Manager

It is proposed that the remit of this role is changed to enable a focus on research and development, IT security, Policy development, IT Training and budgetary control. Under the proposed changes, the Senior IT Developer would report to this post holder.

Following a review against the Councils Job Evaluation Scheme, which has taken account of the revised requirements of the role it is proposed that the post remains at its existing level at Band 10.

It is proposed that the post is renamed as IT Research and Development Manager.

Senior IT Technical Officer

It is proposed that the current established position of Senior IT Technical Officer (1.0 FTE) is deleted and that a new post of IT Service Delivery Manager (1.0 FTE) is created.

Following a review against the Councils Job Evaluation Scheme, which has taken account of the requirements of the role it is proposed that the post is graded at Band 9.

Senior IT Support Officer

It is proposed that the current established position of Senior IT Support Officer (1.0 FTE) is deleted.

IT Support Officer

It is proposed that an additional IT Support Officer Post is created (1.0 FTE) which, in the first instance, may be considered suitable for a long term Apprentice placement.

4. Resource Implications

A detailed breakdown of the financial implications contained within this report appear at appendix c

All the proposals can be achieved within existing approved staffing costs.

There is an element of resource transfer between Revenue and Customer Services the details of which are articulated in both reports.

The proposed creation of a Customer Insight Officer can be funded from savings identified within the Revenue Services Report.

5. Staffing Implications

Potentially there are a number of post holders that will be affected by these proposals, should they be supported following consultation. Posts proposed for deletion that are currently occupied or vacant are:

- One Stop Manager (FRO01); 1.4FTE
- Assistant One Stop Manager (FRO02); 2.0 FTE
- Cashier (FRI03B) 1.0 FTE (Vacant)
- Senior IT Technical Officer (PIT02)
- Senior IT Support Officer (PIT03) (Vacant)

The Council has in place protocols that are accepted to help ensure that, where possible, current employees are not displaced. These will be observed and, in particular, new posts created in the proposals will be ring-fenced for competition from potentially displaced employees in the first instance. Should there be potentially displaced employees remaining following such an exercise to try to redeploy, any remaining vacancies will be then advertised on an internal-only basis in order to try to create other suitable vacancies that might be suitable for redeployment. Throughout these processes, however there is no guarantee of appointment as applicants will need to demonstrate the necessary skills and competency through the application and selection process.

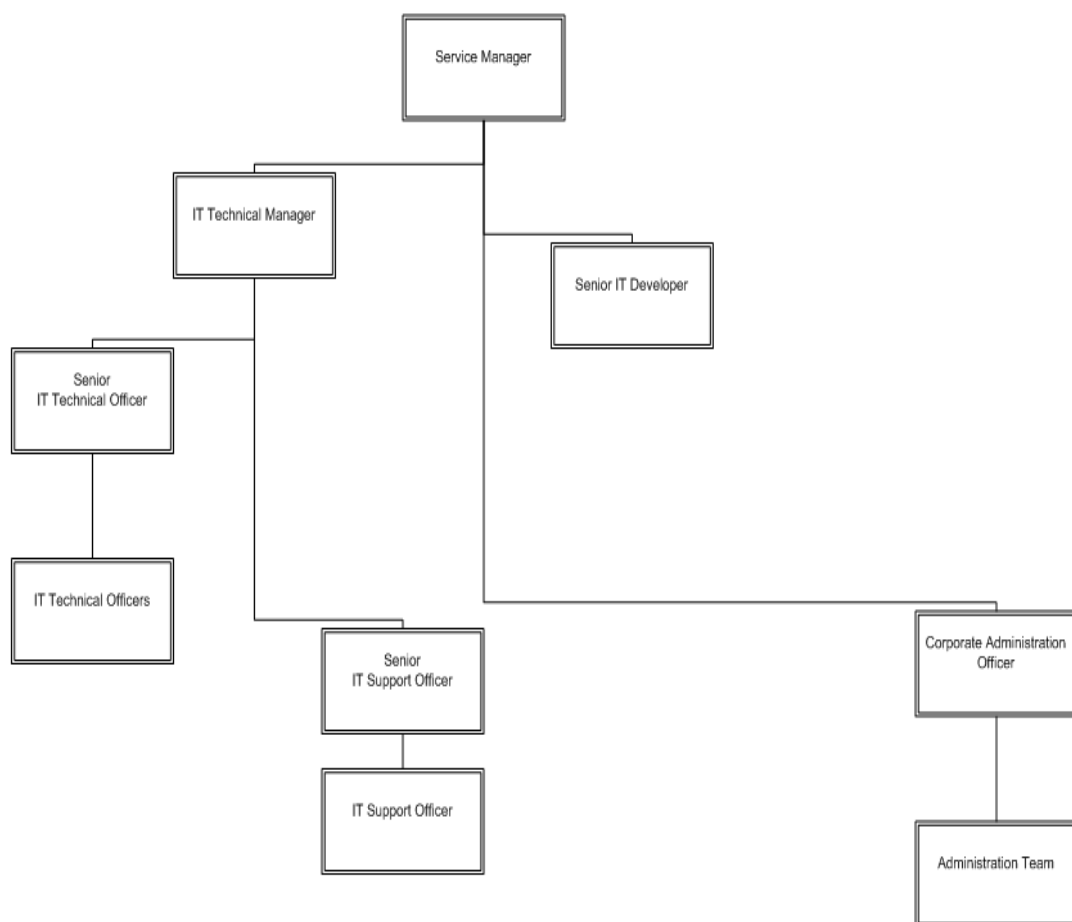
Any post remaining unfilled following the ring fenced recruitment process for the “at risk employees” will be advertised internally within the Council and open to application from all permanent staff. Should there be no other internal applicants at this stage other than the at risk candidates, then these employees would not be re-interviewed at this stage without competition and such vacancies would be put out for external advertisement. Internal candidates, including those potentially at risk would then again be eligible to apply for these vacancies.

If there are any unsuccessful at risk staff from this restructure following this process, then those individuals would remain at risk of redundancy and, if possible, alternative suitable employment will be sought from within the Council. Should this not be possible, the issue of redundancy notices may be necessary.

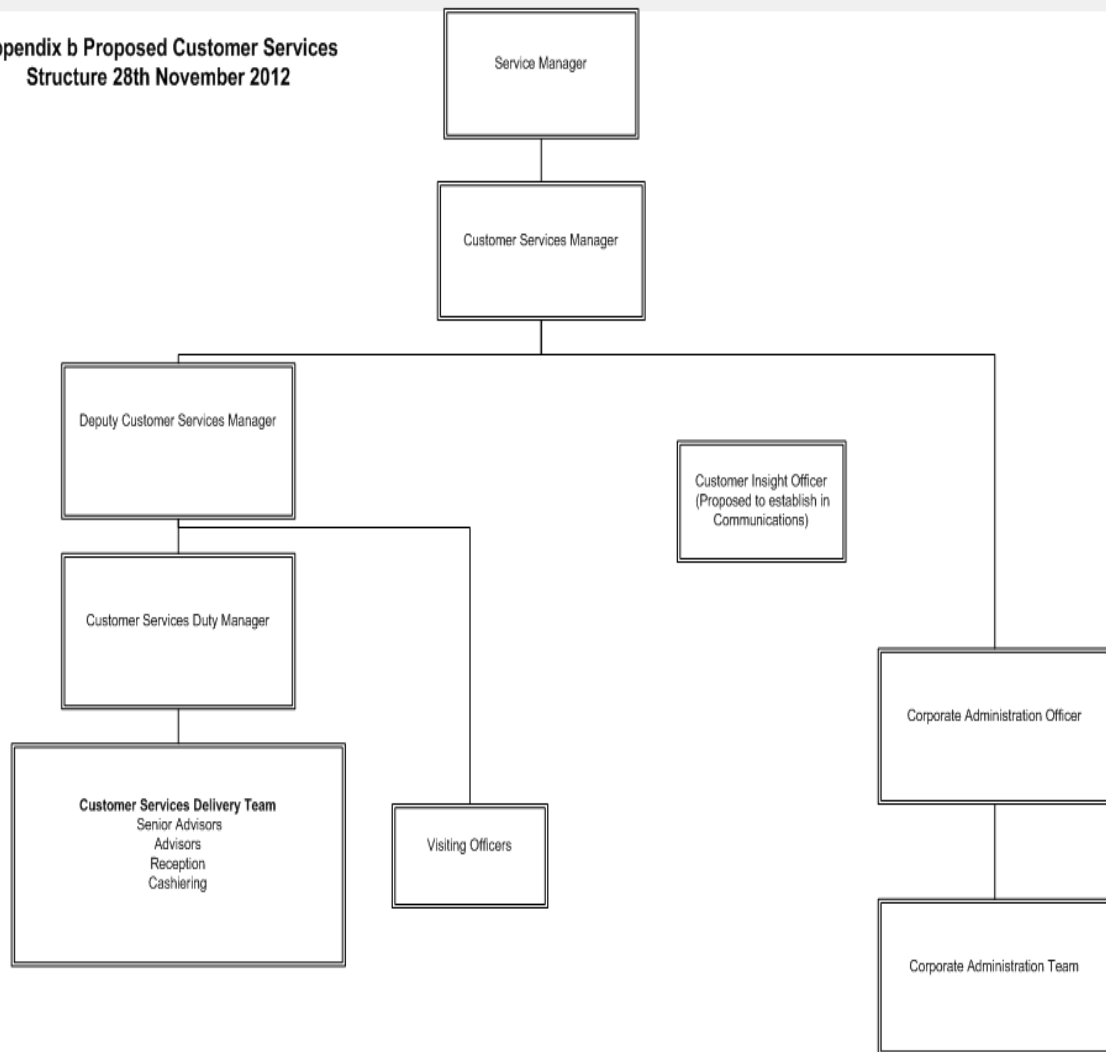
6. Recommendation

The JCSC Committee is asked:

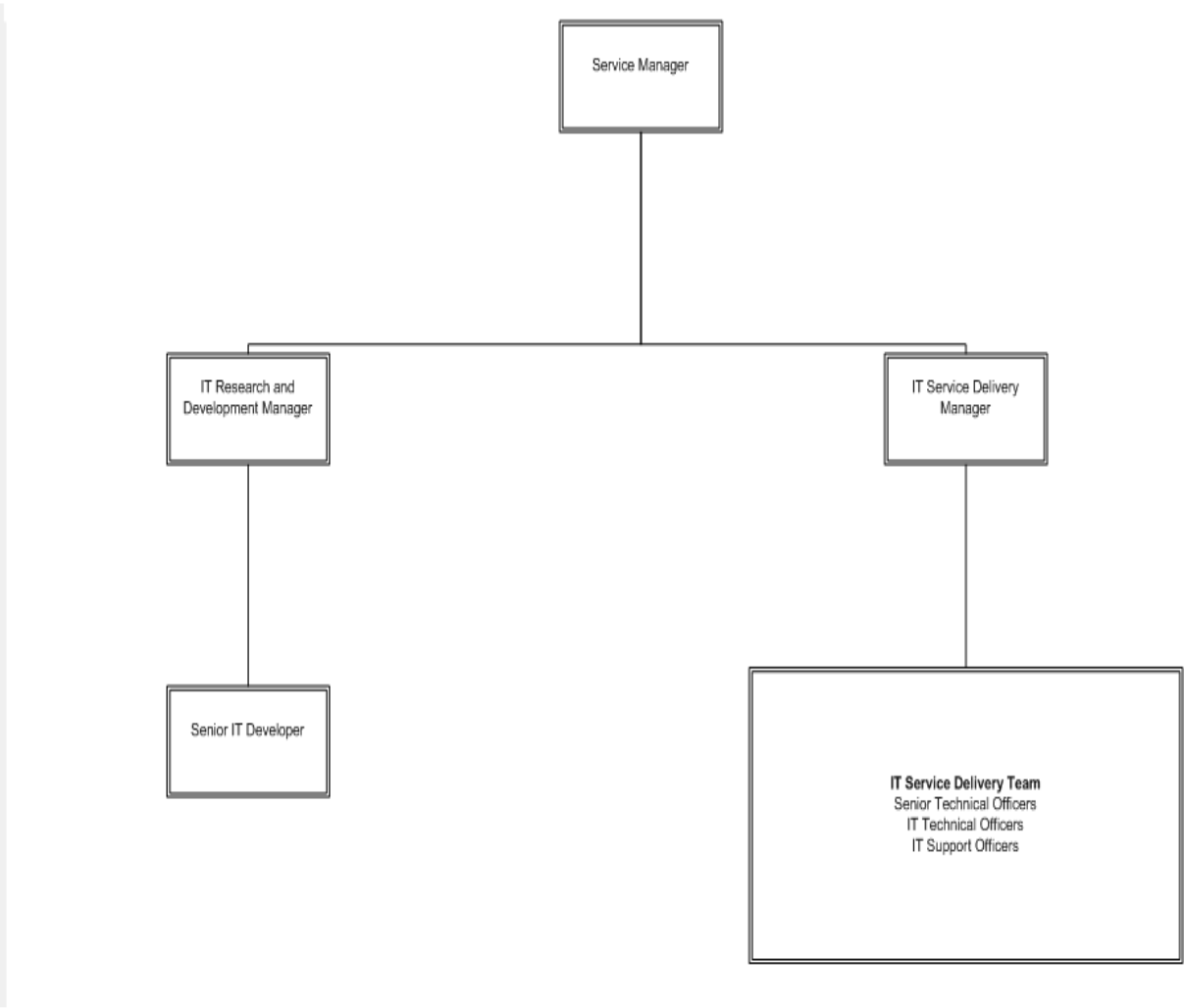
1. To note the detailed report
2. To receive initial comments from employees and union representatives,
3. To invite employees affected by the proposal, and trade union representatives, to consider the proposal and to forward comment or suggestion to the Corporate Director that will be reported back to, and considered by this JCSC towards the end of the formal consultation period.



**Appendix b Proposed Customer Services
Structure 28th November 2012**



Appendix b Proposed IT Structure (28th November 2012)



Appendix c Detailed Financial Implications – Customer Services

Proposals (Including Employer Costs)	Cost of Proposal
Delete One Stop Manager Post (FRO01); 1.4 FTE	-50,000
Create Customer Services Manager (Band 10) (To Be Confirmed; Subject to Job Evaluation)	38,900
Delete One Assistant One Stop Manager Posts (FRO02); 2.0 FTE	-59,200
Create One Stop Manager (Band 8)	33,000
Create Customer Services Duty Manger (Band 7)	29,645
Resource Transfer (Revenue Services to Support Customer Insight and Housing Benefit Visiting Officers)	-58,866
Create of Customer Insight Officer 0.59 FTE; (Band 7)	17,300
Transfer existing compliment of Housing Benefit Visiting Officers from Revenue to Customer 1.60 FTE; (Band 5)	38,866
Delete Cashier Post (FRI03B) 1.0 FTE; (Band 3) <u>(Effective from 2013/14)</u>	-19,107
Reduce Customer Services approved base budget for Overtime <u>(Effective from 2013/14)</u>	-4,530
Reduce Customer Services approved base budget for Agency Support <u>(Effective from 2013/14)</u>	-1,000
Total Additional/Reduced Costs	-34,992
Savings required from Cashiering Efficiency bid (CSOD/EF1)	31,500
Total Additional/Reduced Gross/Net Costs	-3,492

Appendix d Appendix b Detailed Financial Implications – IT

Proposals (Including Employer Costs)	Cost of Proposal
Delete Senior IT Technical, Officer (PIT02)	-33,000
Create IT Service Delivery Manager 1.0 FTE; (Band 9)	35,983
Delete Senior IT Support Officer Post (PIT03) 1.0 FTE; (Band 5)	-23,752
Create additional IT Support Officer 1.0 FTE; (Band 3)	19,017
Total Additional/Reduced Costs	-1,752

Combined Position

Proposals In Respect Of:	Financial Implications
Customer Services	-3,492
IT Services	-1,752
Net Position	-5,244

Consultation – 1Stop Assistant Manager roles

- 1.1 Being in the unique position where I have been the Assistant Manager on the 1Stop since its launch in 2004. Therefore I have undeniable insight into the needs and requirements of the role and its position within the authority. I wholeheartedly agree with the report writer that the definition of the role needs addressing and some changes are necessary
- 1.2 I feel that the report writer has made some appropriate proposals in dividing the current 2.0 Assistant Manager roles into two roles with specific key activities. However I think certain factors have been overlooked or misjudged, possible only evident to someone who is actually performing the role.
- 1.3 Viewing the two proposed roles from the service delivery perspective it seems appropriate and sensible for the two roles to sit alongside each other rather than one above the other. The roles seem designed to work together, and to complement each other, each fulfilling the various elements of one overall function of the Assistant 1Stop Manager.
- 1.4 As there are no technical or required training differences between the two roles it seems inappropriate to band the positions at different levels. I do understand from the report that this proposed difference does in some way stem from the fact that the current band 9 will be increasing to a band 10 due to their extra responsibilities and that this will mean that they will no longer be able to provide the same level of input/support for the position as previously expected. However I strongly believe that the three current post holders have more than proven their ability, knowledge and competency to run and manage the 1Stop successfully without much demand on the current manager. As the current band 9 role is being accredited the knowledge and skills to take on some extra responsibility, then surely the current band 7 role has proven the capability of doing the same.
- 1.5 Having worked within the team for the past 8 years I fully believe that putting in an extra level of command will seriously undermine the respect and authority that the position requires to fulfil the job efficiently. Maintaining a set of multi-tasking pre-allocated duties for all the service delivery channels, taking into account anticipated demand and known available resources, and having the ability to react on a day to day basis and throughout the day to shifting demand situation demands a high level of respect and trust from the staff, if this is undermined in any way it proves extremely difficult to maintain this required standard of service delivery – this fact is from my own personal experience. If the proposed band 7 has to now approach a band 8 for some of the decisions that the band 7 is equally technically capable of making then the staff will rapidly lose regard for the post holder.

- 1.6 Having an extra position between the Assistant Manager (duty) and the Customer Services Manager adds an unnecessary additional chain of command diluting down the 'ownership' of issues/queries which goes against the ethos of the 1Stop.
- 1.7 It seems much more appropriate for each of the proposed roles to be able to cover for each other, in a sideways capacity rather than expecting the proposed band 10 to have to become involved. Each role will have a better working knowledge of the other role. In turn it would then imply that each would be available to deputise for the proposed band 10
- 1.8 Not very clear what part of the proposed band 7's job the proposed band 8 will be supervising that the band 10 won't ultimately be responsible for. If the proposal is for the band 8 to have full and formal responsibility for a substantial team, then what exactly will the band 10's responsibility for the service be? If the proposal for the band 10 role is not to have this responsibility then surely the proposed band 8 should in fact be on a higher banding. Comparing the current band 9 job description to the proposed band 8, the proposed band 8 appears to be on a level with the 9 if the idea is for the proposed band 10 not to have this responsibility.
- 1.9 I do recognise that if the proposed band 8 loses the supervisory element of their role that the banding would be significantly affected. However by implementing 1.7 then the supervisory requirement would still be necessary, if perhaps at a slightly lower level.
- 1.10 Dealing with complex queries from staff and customers, plus the additional pressure of aggressive, abusive, vulnerable, violent, emotional etc. customers places significant mental pressure on the current assistant manager role, which all 3 current position holders can confirm. Alleviating some of the other work demands by creating a parallel position who will concentrate on some of the other parts of the job could go some way towards helping this. However, it will also increase this aspect of the role as there won't be anyone to 'share' this with anymore. This type of work on a day to day basis is extremely emotionally demanding as numerous reports and investigations have proven.
- 1.11 If this proposed structure is accepted, either with the Assistant Manager role as the proposed 7 and 8, or with the role being made more realistic two equal roles then the hand over system will need extending to cover the Housing Benefits and Council Tax queries at least, if not all services covered. It will be physically impossible for 1 manager to maintain the current working practise (where individual queries are physically taken to the Housing Benefit or Council Tax office, or the query rang through and a significant amount of time spent explaining the issue) and maintain constant Manager cover in the office. Currently the Assistant Manager can be out of the office dealing with these types of queries up to 10 times a day. Or if the proposal is that the band 8 will do this, then this will completely defeat the point of separating the role and will dilute the ownership of the query.

1.12 I would argue that it is more appropriate for consistent service delivery if the Visiting Officers are managed directly by the proposed band 7 role. This role will have the day to day responsibility of maintaining the rota, ensuring staff resources are actively managed, sickness /other absences are dealt with etc. therefore the diary of the visiting officers, and their day to day duty allocation, sickness etc. fits perfectly under this position.

Consultation - Customer Insight

I have given the restructure proposals a lot of consideration, and studied the Customer Insight job description in depth. I have also been the seconded post holder of the Insight job since March 2012 and have firsthand knowledge of the work loads, commitments, deadlines etc.

I believe that the proposed 22 hours for the Customer Insight role are not enough for the job to be fulfilled to its full potential. The position should be at least 30 hours if not full time. The reasons I have for this observation is:

1. The majority of the organisations customer consultations will go through the post holder at some point on some level. For the post holder to provide suitable guidance and help on the level required depending on the consultants confidence/capability the availability of the post holder will be in demand.
2. The post holder will have to liaise with Service Managers and Corporate Directors, and it is recognised that their time availability is limited due to the demands of their jobs. Therefore if both their time and the Customer Insights Officers time are limited the ability to conduct affective consultations will be reduced.
3. It is apparent that there will be an increase in customer consultation and therefore the demand on the role will increase.
4. Over the past 7 months meeting deadlines, particularly those for SLT, have been difficult to manage, indeed I have done some of the required work/research out of the contracted 22 hours in order for it to be completed.
5. Unexpected work where the load has proven much larger than expected has eaten into work time affecting other work commitments. For example the recent 'Gedling Conversation' which required overtime (admittedly voluntarily however I regarded it as necessary to ensure consistency). As the 'Conversation' was not initially intended to be part of the Insight Officers job, the substantial work load it eventually created has taken up a significant amount of the 22 hours a week available.
6. Already the workload is difficult to manage in 22 hours and there are areas within the job description that there has not yet been an opportunity to focus on – for example working with the Web Development Officer, or making full and appropriate use of social media. Let alone any future developments for the role, for example forums

7. As this is a completely new role to the authority the parameters and expectations of what it should deliver are still developing. The restriction of the 22hours could affect the potential of the role.
8. It is worth noting that other Local Authorities that have an Insight Officer or alternative have the role as a full time one.

Proposed Job Description – Customer Insight Officer

POST: - CUSTOMER INSIGHT OFFICER (Part time – 22 hours/week)

SALARY:

Band 7

SERVICE AREA:

Communications

RESPONSIBLE TO:

Service Manager - Communications

RESPONSIBLE FOR:

No direct supervisory responsibility – but likely to supervise project teams and contract workers

JOB PURPOSE:

To ensure that the Council understands the needs of its customers and reflects those needs in its service delivery, as far as resources allow

To coordinate the gathering of data and information about customers to better understand their needs, wants, expectations, behaviours and experiences

To support Service Managers to build customer insight intelligence into the design and delivery of services that better meet customers' needs

MAIN DUTIES:

1. Design, deliver, analyse and report back on annual Satisfaction Surveys and similar related corporate customer satisfaction surveys, making recommendations for change as appropriate
2. Commission, design, analyse and report on Mystery Shopper or similar related corporate customer research, making recommendations for change as appropriate.
3. Ensure that agreed actions are followed up by relevant Service Managers, liaising with Corporate Directors as appropriate

4. Advise Service Managers and Corporate Directors on the use of appropriate techniques to gather, analyse and use customer satisfaction information to drive performance and improvement
5. Support Service Managers and Corporate Directors with the delivery of customer satisfaction research exercises, the analysis of results and identification of improvement actions.
6. Support Service Managers and Corporate Directors with the delivery of customer service improvements
7. Where appropriate and as directed, personally deliver or manage delivery of customer satisfaction research exercises on behalf of Service Managers and/or Corporate Directors
8. Co-ordinate customer satisfaction and consultation exercises between services to ensure an efficient approach and minimise customer consultation fatigue
9. Work with the Web Development Officer, Service Managers and others to ensure the Council's website is and remains customer focused
10. Ensure that the Council makes full and appropriate use of Social Media for customer research and feedback maximizing its potential
11. Work with Service Managers and Corporate Directors to ensure that customer information is used to inform work to address inequality
12. Research and share best practice on customer satisfaction research with Service Managers and Corporate Directors.
13. Any other duties commensurate with the grade and scope of the post

The post holder will be required as part of the agreed duties, to work outside normal office hours including evenings, early morning, weekends and bank holidays. Subject to these requirements, the Council's Flexitime Scheme is applied to this post.

The above is not intended to be a full definition of the duties or conditions of service relating to the post and is given only as an indication of the principal duties and conditions relevant at this time

CAR ALLOWANCE

To be confirmed

Proposed Job Description – IT Service Delivery Manager

IT Service Delivery Manager

SALARY

Band 9

DEPARTMENT

Customer Services and IT

LOCATION

Civic Centre, Arnot Hill Park, Arnold

RESPONSIBLE TO

Service Manager Customer Services and IT

RESPONSIBLE FOR

IT Technical Officers, IT Technical Assistant and IT Support Officers

KEY ACTIVITIES

1. To deliver day to day IT Service provision across the Council to all End Users
2. To deliver IT support to approved partner agencies
3. To deliver IT desktop training

MAIN DUTIES

1. The development, delivery and maintenance of day to day IT support across the Council using first, second and third line methodology. The provision includes Operational, Technical and Application support which includes:

Technical and Operational

- Core ICT Infrastructure and Network
- Platforms Virtual Environments and Application Systems
- The Telephony System
- ICT Security
- Disaster Recovery
- Remote and Mobile Working
- Partnership Activity

Application Support

- Desktop Office Applications
- Financial & Income Management Suite
- Revenues, Benefits Suite
- Planning and Environment Suite and GIS Products
- Housing Management Suite
- Payroll and Personnel Suite
- Elections, Register and Democratic Products
- Leisure Management Suite
- In House and other package solution

2. To deliver IT Support on a commercial basis to approved third parties
3. To deliver IT desktop training

CONTACTS

Elected Members, The Senior Leadership Team, Service Managers Partner Agencies, and Suppliers

CAR ALLOWANCE

A casual car user allowance attached to this post.

HOURS

A total of 37 hours per week.

The Council's flexitime scheme does apply to this post. The nature of the work is such that out of hours working and occasional call out in an emergency may be required.

The above is not intended to be a full description of the duties or conditions of service attached to this post and are only given as an indication of the main duties and conditions relevant at this time.