

JOB DESCRIPTION

Job Title	Head of Service Improvement and Performance
Position Number(s)	TBC
Department	Business Improvement
Section or Service	Service Improvement and Performance
Salary	£47,900 to £64,700
Hours	36 hours per week Monday to Friday

DESIGNATION:

Responsible to:	Assistant Director, Business Improvement
Employees directly supervised (if applicable):	Service Improvement and Quality Manager Policy and Performance Manager Customer Experience Manager Team Admin Support Officer (structure includes 14 staff in total)

1. JOB PURPOSE:

- To lead on the strategic development and implementation of the Housing Management's performance management framework, ensuring good quality, accurate performance information
- To lead on the development and implementation of strategies and business planning for Housing Management
- To lead on the development and delivery of excellent complaints and customer services for housing management, that supports the improvement of services
- To lead on the development of a service improvement and quality service that drives excellence throughout the directorate

2. DESCRIPTION OF DUTIES:

- To lead the service improvement and quality, policy and performance, customer experience support and admin teams to provide an excellent service to housing management staff and to drive service improvement across the business
- To lead on the strategic development of services, and the Council's response to statutory and regulatory change as it is developed

Policy & Performance:

- To lead on the strategic development , implementation and review Housing Management's performance management framework
- To lead on ensuring the creation, provision and regular review of good quality and accurate data and performance information across Housing Management
- To contribute to the development of long term strategies and business planning for Housing Management, including leading on the measurement of strategic goals and objectives
- To ensure Housing Management has a robust and up to date policy framework for all areas of its operation
- To lead on the development of supporting policies and procedures such as business continuity, risk log and equalities assessments as required.

Customer Experience:

- To develop excellent customer services and ensure that customers are placed at the centre of service delivery across the Housing Management department.
- To manage the transition from a complaints service to a 'customer service' that demonstrates positive outcomes for residents.
- To develop and implement business processes that deliver efficient and effective customer services, leading on all service improvement projects linked to complaints and the customer experience.
- To manage and oversee a service that carries a high level of organisational reputational risk following the Grenfell Tragedy.
- To ensure that resident engagement processes are central to the delivery of customer services, and residents have opportunities to feed into continuous improvement of the service.
- To ensure that the complaints service meets the needs and expectations of all

stakeholders and achieves high levels of service-user satisfaction.

- To ensure the service learns lessons from complaints data that is shared internally, externally and used to continuously improve services.
- To identify and eliminate barriers to enhance performance and enable team members and individuals to contribute towards process and performance improvement to ensure first point of contact resolution.

Service Quality & Improvement:

- To drive improvements within Housing Management, ensuring that residents are at the heart of everything we do and their feedback is used to make change
- To promote best practice, innovation and continuous improvement across Housing Management
- To develop effective mechanisms to drive innovation and continuous improvement in order to deliver, and then maintain, excellent services
- Lead on the delivery of the service improvement programme to transform Housing Management, ensuring objectives are clear and delivered on time to a high standard
- Be responsible for all customer insight projects to understand residents views, and commission/manage any contracts required to achieve this
- Act as champion for service improvement and quality assurance across Housing Management, encouraging a constant strive for improvement

Admin Support Officer:

- To provide an efficient and effective administrative support service to the Service Improvement & Performance section

Cross-cutting

- Lead on the response to and completion of all statutory and regulatory submissions linked to areas of responsibility on behalf of Housing Management
- Provide leadership to the Service Improvement & Performance (SIP) group, ensuring reports to this group and actions from it drive improvements in services
- Build effective working relations with key internal and external stakeholders for areas of responsibility
- Deputise for the Assistant Director of Business Improvement as required
- Keep up to date with all legislation and best practice developments relevant to Housing Management's activities, and ensure that these are reflected within its strategies, policies, procedures, performance, approach to equality, diversity and inclusion and its risk management frameworks
- To represent Housing Management at external forums as required
- Ensure the Housing Management Team is kept updated on all issues affecting Housing Management and the 3rd parties working on its behalf for areas of responsibility

No job description can be entirely comprehensive and the jobholder will be expected to adapt and carry out such other duties as may be required from time to time, on the understanding that they will be within the individual's remit and capability, and consistent with the status and responsibilities of the role within the organisation.

Continue on separate sheet if necessary.

I agree to the above job description

Post Holder.....

Date.....

Director / Chief Officer.....

Date.....

SELECTION CRITERIA/PERSON SPECIFICATION

Job Title:	Policy & Performance Manager
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Conditions to Note:

Candidates:

When completing your application form, please address your answers directly to each of the selection criteria below. This enables the panel to assess your ability to meet each criterion. It's essential that you give at least one example of your ability to meet each of the 4 Values and Behaviours: Putting Communities First, Respect, Integrity and Working Together.

Recruiting Managers:

The following values and behaviours are essential criteria in each post and must be addressed directly by candidates. The Guidance Notes on values and behaviours for managers give example questions to probe candidates in the interview and application stages of the recruitment process.

Values & Behaviours

The Royal Borough of Kensington and Chelsea has identified 4 key behaviours and values which should be demonstrated by all council employees. Successful candidates will show the ability to meet these behaviours. Candidates applying for managerial/leadership roles should also demonstrate two additional leadership behaviours.

A	Equal Opportunities Demonstrate an understanding of and commitment to Council policies in relation to Equal Opportunity, Customer Care and service delivery, and the ability to implement these policies in the workplace.
B	Qualifications: Desirable: <ul style="list-style-type: none"> • Member of the Chartered Institute of Housing • A recognised data quality qualification • Business management qualification • A recognised performance and/or data analyst qualification
C	Knowledge & Experience: <ul style="list-style-type: none"> • A thorough knowledge of the principles of effective performance management in a public sector/housing environment • Proven substantial experience of interrogating and analysing databases to provide performance information • Experience of producing and presenting performance information to a wide range of audiences, including senior managers • Experience of developing and maintaining performance indicators for

	<p>services to deliver continuous improvement</p> <ul style="list-style-type: none"> • Experience of using benchmarking to drive up performance. • Knowledge of strategy, policy development and risk management • Ability to communicate effectively with internal/external people at all levels, with excellent written communication skills • Able to maintain a high level of confidentiality and discretion, and deal with information with tact and understanding • Excellent written communication skills, including report writing for a range of audiences • Excellent IT skills i.e. MS packages e.g. Word, Excel, Outlook, PowerPoint and SharePoint, with the ability to manipulate and present data to meet the needs of different audiences • Ability to interrogate, analyse, interpret and present findings from qualitative and quantitative data. • Ability to effectively communicate with colleagues, and to challenge, support, influence and engage management and peers. • Ability to manage own and teams workloads to meet deadlines • Ability to motivate individuals, set priorities and targets, direct and plan work to meet service standards • Ability to make sound decisions based on the analysis of the information and deliver solutions
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OUR VALUES	BEHAVIOURS	HOW RESIDENTS WILL FEEL
<p>PUTTING COMMUNITIES FIRST We put local people at the heart of decision making in everything we do.</p> <p>We seek to include and involve: all voices matter.</p> <p>We provide quality services that are responsive, effective and efficient</p>	<ul style="list-style-type: none"> • I actively involve and include the communities that I serve in my work • I will reflect the views of the communities in my daily work • I will improve the service I provide through seeking feedback from others 	<ul style="list-style-type: none"> • I have been included • I can see how my views have been taken into account • I can see improvements and developments based on my input
<p>RESPECT We listen to everyone and value the personal experiences of people in our communities and of each other</p> <p>We adopt a fair, and involving approach regardless of any way in which an individual is different to us</p>	<ul style="list-style-type: none"> • I adapt my approach to take account of all differences and cultures in the community and with colleagues • I ensure I am equitable and fair by including those who are quiet or may not be able to represent themselves • I communicate in a way that is respectful, encourages involvement and meets people's needs 	<ul style="list-style-type: none"> • I feel my culture and background are respected • I have confidence that action is being taken • I feel I am treated fairly
<p>INTEGRITY We act with openness, honesty, compassion, responsibility and humility.</p> <p>We let people know what we are doing and communicate why and how decisions have been made.</p>	<ul style="list-style-type: none"> • I demonstrate empathy in my interactions with others • I am honest and transparent about the decisions I take • I follow through on the actions I say I will take and take ownership for communicating the outcome 	<ul style="list-style-type: none"> • I am told when something is not possible and the reasons why are explained to me • I feel my perspective is listened to and understood • I feel my views are valued
<p>WORKING TOGETHER We work together and in partnership with everyone that has an impact on the lives of our residents.</p> <p>We want to understand, learn from each other and continually adapt</p>	<ul style="list-style-type: none"> • I work with others to provide an effective service for residents, local communities and other departments within the Council • I seek ways to work with other departments to deliver a seamless service and find opportunities to improve • I seek out opportunities to learn from my colleagues and build on good practice 	<ul style="list-style-type: none"> • I can get my issue resolved without being passed around departments • I find it easy to access the services that I need • I feel the Council is open to new ideas