

LONDON BOROUGH OF LEWISHAM

JOB DESCRIPTION

Designation:	Complaints and Casework Improvement Manager	Grade:	P07
Reports to:	Head of Corporate Customer Relations	Grade:	SMG2
Directorate:	Corporate Resources	Section:	Corporate Complaints & Casework

Main Purpose of the job:

- To work proactively across all Council services as a Subject Matter Expert to identify trends in complaints and casework received, understand root causes and work with services to make improvements to service delivery and complaint/ casework handling as well as improvements to the quality of complaint/ casework responses.
- To work proactively across Council services to effect improvements in resolution rates at point of contact; reduce unnecessary contacts and escalations by improving the overall customer experience through use of best practice, targeted communication, robust reporting, improved processes, systems and staff training.
- Develop and ensure delivery of training relating to Complaint and Casework handling.
- Compile, publish and communicate the Council's Annual Complaints Report and responses to LGSCO along with other regular internal and external reporting.
- Manage a team of Complaint Handlers/ Caseworkers and Administrative staff to investigate and resolve high profile Corporate Complaints and Casework; carry out Quality Assurance and support System and Process Improvements across the Council.
- Manage the Council's relationship with the Local Government & Social Care Ombudsman (LGSCO), and other statutory and regulatory bodies pertaining to Complaint and Casework management as appropriate.

Summary of Responsibilities and Personal Duties:

MANAGEMENT ROLES & EXPECTATIONS

As a manager you will:

1. Work with services across the Council to improve understanding of and performance against targets in the areas of Complaint and Casework handling agreeing and monitoring action plans for improvement.
2. Influence and inspire others at all levels to adopt recommendations for service improvement and/ or address areas of non-compliance.
3. Lead a team of Complaint Handlers/ Caseworkers and Administrative staff to investigate and resolve high profile Corporate Complaints and Casework.
4. Ensure compilation and publication of Annual Reports with attendance at DMT/ EMT/ Cabinet Briefing/ Mayor & Cabinet and others to present and answer questions as necessary.
5. Develop and maintain a framework of standards for Complaint and Casework handling across the Council and carry out Quality Assurance against this feeding back to teams and management as appropriate to ensure continuous performance improvements across services.
6. Be proficient in the use of the IT system used for Complaints and Casework (currently Icasework) and able to offer support and guidance to other system users.
7. Together with the IT Procurement Team and Support & Development Team, manage the contract/ relationship with the IT system vendor (currently Civica).

8. Together with the Support & Development Team, ensure the correct configuration, maintenance and development of the Complaint and Case Management software, ensuring that updates are released in a timely manner, that changes are made quickly and efficiently and that the Council has a system that is fit for purpose and delivers best value for money.
9. Manage the Council's relationship with the Local Government & Social Care Ombudsman (LGSCO), and other statutory and regulatory bodies pertaining to Complaint and Casework management including (but not limited to):
 - Ensuring arrangements are in place for effective monitoring of contractors' compliance with the Ombudsman's complaint-handling code.
 - Producing, distributing and publishing the annual complaints performance and service improvement report as detailed in the Ombudsman's complaint-handling code.
 - Carrying out a self-assessment against the Ombudsman's complaint-handling code following any significant restructure, merger, or change in procedures.
 - Reporting regularly to stakeholders about wider learning and improvements from complaints.
 - Regularly assessing complaints data to identify themes, trends, systemic issues, serious risks, and policies and procedures requiring revision.
 - Establishing a good working relationship with the Member responsible for complaints, providing them with regular updates in line with the Ombudsman's complaint-handling code.
10. Provide Monthly, Quarterly and Annual complaints reporting and analysis information relating to volume and performance trends; conducting 'root cause' analysis to identify areas of service failure, and/or unnecessary escalation and/or opportunities for service improvement and channel shift with attendance and presentation at relevant Management Teams, Committees (e.g. Corporate Assurance Board, Standards Committee, Mayor and Cabinet).
11. Ensure regular website content reviews and maintenance.
12. Manage staff effectively, following Corporate policies, including management of Health and Safety risks and issues; objective setting, mid-year reviews and annual appraisals; ensuring that employees receive regular feedback, coaching, training and development, to instil a continuous improvement approach and ensure knowledge and learning is embedded and re-used.
13. Lead on Complaints benchmarking using the Civica user group forums/ pan-London/ CSLG or others.
14. Maintain an up-to-date knowledge on relevant legislation and best practices, communicating and embedding this as appropriate.
15. Build proactive relationships with internal and external contacts; skilfully negotiating and influencing others to achieve productive outcomes; and interacting positively with diverse groups/ people.
 - Internal Contacts: Councillors; Executive Directors/ DMTs/ EMT; Heads of Service; Service/ Group Managers; Mayor's Office; Corporate Customer Relations management and staff; Service Caseworkers and staff from across the Council.
 - External Contacts: Civica/ Other IT suppliers, Other Local Authorities; Complaint Networking Groups; Local Government Ombudsman (key relationship); Housing Ombudsman; other public sector organisations such as NHS; Metropolitan Police.
 - To carry out the duties of the post with due regard to the Council's relevant codes and procedures.
 - All employees are required to participate in the Appraisal Scheme (PES) and to undertake appropriate training and development identified to enhance their work.
 - Deputise for the Head of Corporate Customer Relations when required and undertake other duties, commensurate with the grade, as may reasonably be required.
 - Consideration will be given to restructuring the duties of this post for a disabled post holder.

THIS JOB DESCRIPTION MAY NEED TO BE AMENDED BY THE DIRECTORATE TO MEET THE CHANGING NEEDS OF THE SERVICE.

Number of fully managed staff:

Title: Senior Customer Resolution Officers Grade : P02 No of posts: 3

Title: Customer Resolution Administrator Grade : SC4 No of posts: 1

Number of partially managed staff:

Title: NA Grade : NA No of posts: 0

Title: NA Grade : NA No of posts: 0

PERSON SPECIFICATION

JOB TITLE: Complaints and Casework Improvement Manager

POST NO:

DEPARTMENT: Corporate Customer Relations

GRADE: PO7

Note to Candidates

- The Person Specification is a picture of the skills, knowledge and experience needed to carry out the job. It has been used to draw up the advert and will also be used in the shortlisting and interview process for this post.
- Those categories marked 'S' will be used especially for the purpose of shortlisting.
- Please ensure that Equality and Diversity issues are addressed specifically in relation to the role for which you are applying when addressing the requirements of this person specification where appropriate.
- If you are a disabled person but are unable to meet some of the job requirements specifically because of your disability, please address this in your application. If you meet all the other criteria, you will be shortlisted, and we will explore jointly with you if there are ways in which the job can be changed to enable you to meet the requirements.

Equality & Diversity

- Awareness of and a commitment to Equality of Access and Opportunity in a diverse community **S**
- Understanding of how equality and diversity relates to this post **S**

Knowledge

- Extensive knowledge of complaint management best practice within a complex organisation **S**
- Extensive knowledge of Ombudsman or other regulatory body Complaint Handling and reporting processes and implementation of these in a complex organisation **S**
- Extensive knowledge and understanding of Complaints/ Casework handling software both from a user and administrative perspective **S**
- Extensive knowledge and understanding of service delivery and continuous improvement **S**
- Extensive knowledge and understanding of performance management – specifically delivering to stringent quantitative and qualitative measures/ KPI's **S**
- Extensive knowledge and understanding of quality assurance frameworks/ quality monitoring methodologies **S**

Aptitude

- Customer focused.
- Diligent and meticulous
- Performance driven.
- Skilled negotiator
- Capable of conveying complex messages to diverse groups – adapts style to suit their audience.
- Leads by example and embodies organisational values and competencies.
- 'Can do' and enthusiastic - regards a problem as an opportunity to improve

Skills

(Skills can only be used as shortlisting criteria if the skill is to be tested)

(To Be Tested – T)

- Excellent written skills
- Excellent interpersonal skills
- Excellent numerical skills
- Excellent IT skills including Complaint/ Casework management systems, preferably Icasework.
- Quality assurance and/or customer satisfaction methodology
- Comprehensive knowledge of reporting tools and report writing
- Objective setting and delivering to Key Performance Indicators
- High level of people management skills
- Plan and organise own time effectively.
- Communication skills.

Experience

- Extensive experience of Complaints Management in a complex organisation. **S**
- Extensive experience of managing change and service improvement programmes/ strategies to achieve credible and tangible results across the wider organisation. ensure ongoing learning and service improvement. **S**
- Extensive people management within a performance focused environment, ensuring high performance of own team and others; meeting or exceeding Key Performance Indicators. **S**
- Extensive experience of complaint root cause analysis, addressing areas of non-performance and implementing improvement action plans. **S**
- Significant data analysis and reporting of management information experience within a complex environment providing reports and recommendations to senior management teams and other audiences, tailoring their style and approach for each **S**
- Significant stakeholder engagement/relationship management gained in a complex environment **S**

General Education

- Excellent levels of literacy and numeracy

Personal Qualities

- Inspirational leader
- Can provide insightful and credible recommendations.
- Can put innovative ideas/strategies into practice.
- Makes complex data understandable/ accessible to others.
- Self-motivated and able to motivate others to achieve.
- Skilled communicator to diverse audiences at all levels

Circumstances

DBS Disclosure Required? No ☒ Basic ☐ Enhanced ☐

(Tick as appropriate – guidance available from your HR Advisor)

Physical

Generally, candidates must meet the standard Lewisham requirements for the post.