LONDON BOROUGH OF MERTON
CORPORATE SERVICES DEPARTMENT
JOB DESCRIPTION

POST TITLE:	Customer Contact Technical Implementation Lead
Grade:	MGC
Division:	Business Improvement
Location:	LB Merton
Responsible to:	Assistant Director of Business Improvement
Responsible for:	EDRMS Project Manager Senior Programme Support Officer Business Analysts and IT Analysts (4-6) Procurement Lead External contract staff Other programme team members as required
Post number:	TBC **Date:** October 2014

MAIN PURPOSE

To advise on and direct the procurement of a suitable suite of technical solutions to enable the outcomes set out within the Council's Customer Contact Strategy to be delivered and vision for EDRMS to be realised – including web, telephony, social media, master data, customer accounts and portals, and customer contact management.

To direct and lead the implementation of this suite of technology, ensuring effective deployment and maximum take-up; to include introduction of workflow and automated business processes, system configuration, change management, user training and business process re-engineering.

To manage the implementation programme and project workstreams, including EDRMS, in accordance with good practice and appropriate project/programme management and IT methodologies.

To develop, agree and manage the programme implementation resource schedule, including managing the programme budget (c. £3m excluding internal resources), the implementation team (both virtual and direct reports) and related external resources, including vendor management.

To design and secure agreement on the service delivery model for the organisation and ensure that adequate arrangements and systems are in place to support the effective working of the solution in the longer term as part of the routine business of the organisation, including a prioritised plan and resources for the expansion of the solution across additional areas of customer contact.

MAIN DUTIES AND RESPONSIBILITIES

1. Represent the Council as the accountable lead for the programme, working in partnership with the successful provider and under the direction of the project/programme boards to successfully implement the technical solution.

2. Lead a team of senior experts (procurement, IT, legal, service) to correctly interpret and articulate the organisation's technical and business requirements in relation to delivering the Customer Contact Strategy and ensure these are adequately met through the selected technical solution.

3. Oversee the procurement process, in conjunction with the Procurement Lead, for all related purchasing within the Council's policies, procedures and Standing Orders.

4. Design, develop and implement a solution architecture – in consultation with the Head of IT Systems – that meets the organisation's requirements and is in line with the Council's IT Strategy.

5. Working collaboratively with departments and services and the provider of the solution, lead the development of an implementation plan for the selected solution that reflects the priorities of the organisation and its customers and maximises the realisation of benefits within the programme lifecycle.

6. Lead and direct the development, implementation and management of a detailed programme plan utilising appropriate methodologies (MSP, Prince II, Agile, Waterfall, Lean etc.) to assure successful, timely delivery and effective management of interdependencies, critical path, risks and issues.

7. Develop and manage a resourcing schedule to identify and schedule all the resources (internal and external) being deployed and expended on the project, to include budget and staff management (c. £3 million not including internal resource)

8. Design, establish and manage appropriate governance arrangements for the programme, ensuring appropriate oversight and direction of activity, timely decision making, and satisfactory resolution of issues.

9. Manage the overall contract with the supplier – in collaboration with the Head of IT Systems – taking direct responsibility for managing the elements of the contract relating to implementation; working in partnership to implement the system to time and to budget.

10. Lead on benefits realisation across the programme; identify, map and assign benefits and drive and track realisation of these through the project against an established baseline to ensure success.

11. Develop and agree key performance indicators for customer access and engagement; capture and baseline performance measures and savings; determine process for ongoing data collection and measurement and information quality control.

12. Ensure alignment of the programme with other projects and programmes within the council's transformation portfolio, both in terms of strategic direction and sequencing of activity.

13. Oversee the review and redesign of workflow and business processes in service areas as per the agreed implementation schedule, proposing amending timescales and order of priority as appropriate and necessary.

14. Develop and implement a communication and stakeholder engagement plan to ensure the necessary cultural change takes place; to include development and delivery of suitable training.

15. Working closely with Information Governance, ensure that the solution and newly developed practice and business processes align with, support and promote council policies and good practice in relation to information security, customer authentication etc.

16. Oversee the successful integration of the solution within the existing systems architecture and appropriate interfaces with existing systems, working closely with and directing relevant systems experts within the Business Systems team, in liaison with the Head of IT Systems.

17. Design and agree a service delivery model for the longer term management and delivery of the Customer Contact Strategy, ensuring that the solution and supporting business processes are embedded successfully into the day-to-day business of the organisation, including identifying and securing any ongoing resources required for the effective management and maintenance of the solution, master data and associated processes.

18. Work proactively with senior managers across service departments, other key stakeholders and the Business Improvement division to drive the necessary cultural and behaviour change and to assist in finding innovative ways to deliver emerging business requirements, working alongside the system supplier.

19. Manage a high performing team of professionals ensuring the highest professional standards, outstanding performance and that the Council's policies and procedures are consistently adhered to within the team.

20. Provide agreed progress updates, advice and briefings to Council, Cabinet, Scrutiny Panels, the Corporate Management Team (CMT), Departmental Management Teams and key managers and staff across the authority.

21. Ensure that an equality analysis is undertaken at all relevant stages of the programme identifying mitigation actions and monitoring the implementation of them.

22. Participate in and lead as appropriate, intra and inter departmental working parties, programme and project boards.

23. Undertake any other duties as requested by senior management commensurate with the grade and level of responsibility of this post.

**LONDON BOROUGH OF MERTON
CORPORATE SERVICES DEPARTMENT
PERSON SPECIFICATION**

POST TITLE: Programme Manager Customer Contact
Grade: MGC
Date: October 2015

Qualifications

- Degree in a related field or equivalent experience
- ITIL or equivalent experience
- MSP, Prince II/Agile or equivalent experience

Experience

- Operating at a senior level within a large, multi-faceted organisation.
- Procuring and contract managing services at a scale commensurate with the role
- A proven track record of successfully and repeatedly delivering a number of complex IT implementation projects.
- Successfully achieving channel migration through the implementation and deployment of customer contact technology (including web, workflow, customer accounts etc.) in a complex and diverse business environment (e.g. local government).
- Proven success in leading and delivering significant organisational change in complex projects and programmes involving a large and diverse service user base.
- Leading and managing multi-disciplinary project teams of technical experts and suppliers to achieve successful project delivery
- Experience of the provision of commercial and business advice to senior management in a large multi-functional organisation.
- Managing resources, finances and performance expectations effectively in order to drive business and service improvement through channel migration, accepting personal accountability for results.
- Budget planning, setting, control and management

Skills and Knowledge

- Knowledge of local government services and management practice, including an understanding of the issues, pressures, influences and legislation affecting local authorities.
- Proven leadership skills; able to influence stakeholders at all levels and move them towards an agreed vision or goal.
- Able to drive and secure commitment to large scale physical and cultural change, with highly developed negotiation, facilitation and influencing skills
- Maintains and promotes a strong customer focus

- Excellent programme management skills demonstrated in the successful delivery of a number of large, complex programmes.
- Sound commercial acumen and the ability to identify, assess, mitigate and manage business risk.
- Excellent knowledge of the complex inter-relationships of IT services and products delivered and the tools, methods, procedures, equipment and software used in the operation and management of IT services.
- Technical options appraisal and identification and design of innovative solutions to complex technical problems
- Able to assess and interpret organisational and customer demand and design and implement business structures and models that effectively respond
- Excellent knowledge of modelling and designing technical infrastructure, systems architectures and data architectures within local government or a similarly diverse organisation and systems environment.
- A good working knowledge of the interconnectivity and dependencies that underpin modern e-Gov connected data.
- Design and implementation of system integration and interfaces with line-of-business systems and data hub/master data management.
- Excellent knowledge of the technical performance of related IT products and the interworking of hardware, software and network system components.
- Highly motivated and proactive, with stamina, resilience and the ability to handle conflict in an appropriate professional manner.
- Excellent numeracy and well-developed analytical skills to steer business process change, benefits realisation and budget management
- Highly developed interpersonal skills and the ability to work effectively with elected Members, partners and colleagues at all levels; tact, diplomacy and resilience
- Excellent communication and advocacy skills, both orally and in writing
- An understanding of diversity and achievement of equality of opportunity in both employment and access to service delivery to prevent unfair discrimination
- Able to operate effectively in a political environment.
- An understanding of the role and benefits of information and communications technology in developing local authority services.
- Knowledge of the key concepts in customer contact, including channel shirt, self-serve and customer insight and how to apply to effect change on the organisation.
- Understands the importance of complying with the Council's procedures, policies and Standing Orders and of ensuring staff within the team do so.
- Strategy and planning.

Personal Style and Behaviour

Please refer to LB Merton's Model of Leadership Behaviours (attached).

Ability to attend evening and weekend meetings as appropriate, and to be available to attend Council premises out of hours in the event of emergencies or urgent management issues