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| **Title: Head of Customer Delivery** | **Band: 4** |
| **Department: Customer Delivery****Location: Birmingham** | **Last updated: April 2019** |

**1. Purpose of the role:**

The role is responsible for oversight of all aspects of Customer Delivery change programmes, including deployment, prioritisation, governance and controls.

The job holder will also be responsible for management of the Bank’s IT Operations governance, and strategic development of systems, maintenance and capacity planning. This role will enable the job holder to enact change across the Bank and ensure that the Customer Delivery change programme is delivered.

**This role is Certified – refer to the HR team for further information regarding the Certification Regime**

 **2. Responsibilities**

* Provide leadership, guidance and support to ensure that all projects are aligned with the bank’s corporate objectives and ensure successful delivery of the change agenda
* Provide effective leadership and direction for the staff on with change activities, assisting with training to assimilate new technologies and processes.
* In conjunction with the Chief Operations Officer, develop the Bank’s Technology strategy ensuring that the Corporate Plan is enabled and supported.
* Manage the change delivery programme on behalf of the Bank including all aspects of timings, scope and regular reporting
* Manage the Customer Delivery team to act as an enabler for the business.
* Plan and prioritise all change projects to ensure delivery on schedule, mange the development of the overall change capability within the Bank through people and process improvement and financial assessment.
* Manage communications to ensure that all stakeholders and project participants are kept up to date with the bank’s change programme, contribute to strategic change planning
* Ensure the Bank maintains the highest level of technological and physical security of all systems and is able to meet data protection regulations
* Ensure that the bank’s change control systems and risks are robust and regularly reviewed.
* Plan and implement projects using a defined project methodology, managing resources to deliver business initiatives with appropriate risk management
* Articulate business requirement definitions that meet the customer and business needs and translate efficiently into customer orientated systems, products and services with appropriate financial metrics.
* Work with Project Sponsors to ensure detailed user requirements documentation, project controls and disciplines are in place to deliver within budget and on time.
* Ensure that all completed projects are handed over to the business with the correct suite of procedures and handover documents so that business as normal service can continue once the project is completed.
* Ensure that all projects are reviewed on completion for lessons learned and that a full cost benefits analysis takes place before project resources are committed and within an agreed period of project completion
* Drive continuous improvement of operational effectiveness of the Customer Operations function.
* Ensure that the correct procedure is followed for risk reporting, issues resolution and the authorisation of changes
* Manage all audit/compliance actions, risks and issues within the Customer Delivery function to satisfactory completion
* Overall responsibility for the systems and processes for the production, management and governance of MI produced across the business.

**3. Organisational fit** (structure chart attached separately if necessary)

Role reports to Chief Operating Officer

**4. Parameters of the role**

(what level of authority does the position have and to what extent does it have an effect on the organisation)

Key position in leading change programmes across the business, managing these to allocated budgets and timelines.

**6. Risks and controls**

* Ensures that the fair treatment of customers is at the heart of everything we do, both personally and as an organisation. This is achieved by consistently displaying brand behaviours.
* Continually reassess the operational risks associated with the role and inherent in the business, taking account of changing economic or market conditions, legal and regulatory requirements, operating procedures and practices, people reorganisation and the impact of new technology. This is achieved by ensuring that all actions take account of the likelihood of operational risk occurring and by addressing any areas of concern with line management and/or the appropriate department.
* Adheres to, and is able to demonstrate adherence to, internal controls. This is achieved by adherence to all relevant procedures, keeping appropriate records and by the timely implementation of internal or external audit points and any issues raised by the external regulators.
* In conjunction with Compliance function, to implement the Compliance Policy by containing compliance risk (this embraces all relevant financial services laws, rules and codes with which the business has to comply). This is achieved by adhering to all relevant processes/procedures and by liaising with Compliance department about new business initiatives at the earliest opportunity. Also, when applicable, by ensuring that adequate resources are in place and training is provided, fostering a compliance culture and optimising relations with regulators.
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**Role subject to regulatory approval** - no

**Other requirements specific to the role -** Flexibility re working hours/willingness to travel

**PERSON SPECIFICATION**

(E = essential D= desirable)

**Professional qualifications**

* Prince 2 or APM or equivalent project management qualification (D)

**Knowledge requirements (and how this is typically gained)**

* Technical expertise in all Banking systems – ideally Aurius and Salesforce – as well as MS Office.
* A strong understanding of the Bank’s capital adequacy and liquidity requirements, financial reporting methods and the ability to use financial data to evaluate business cases.
* An understanding of process re-engineering and project management methods – eg Lean, Agile, six sigma or their equivalent. (E)
* In depth understanding of banking operations processes, customer service and regulatory requirements(E)
* Knowledge of how to lead multi disciplinary teams delivering transformational change in financial services, understanding of organisation design, re-structuring/building teams, defining roles & responsibilities, capability development, technology change, stakeholder engagement and workforce improvement ( (E)
* Enthusiastic about change and continuous improvement, passionately believe in making a difference and delivering a successful outcome (E)

**Skill levels required (see Skills Framework)**

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| **LEADERSHIP** | **4** |
| Experienced leader, able to create an open and supportive environment for people to feel comfortable to learn within and ensuring team support on major initiatives. Able to put forward persuasive and compelling arguments, to negotiate decision making and influence opinions. * People-management skills to understand development needs/aspirations and respond to them, to manage conflicts and to understand personal preferences/concerns. Strong influencing, engagement and coaching skills - to motivate and encourage colleagues
* Effective listener, able to discern what individuals/ groups really mean. Able to speak confidently, and fluently, in a way which holds others’ attention through the use of appropriate pace and level
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| **CUSTOMER SERVICE & SALES** | **2** |
| * Appreciation of the external customer although the projects will largely be internally focussed to maximise efficiencies
* Aware of what is happening in the sectors in which the business operates, understand the political landscape and how the bank meets these needs.
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| **SYSTEMS/IT SKILLS** | **4** |
| * Must have an in-depth understanding of systems used across the bank and how they can be adapted to work with revised processes
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| **PROCESSING SKILLS** | **4** |
| * Fluent, clear, concise written communications, adapted to suit the audience
* Able to think strategically, visualise the long-term future of the business and to make the vision happen taking into consideration political, market and environmental issues.
* Exceptional verbal communication skills – able to deliver engaging presentations and explain complex information succinctly.
* Strong organisation and planning skills, problem solving capabilities, solution design and delivery; able to align short-term actions to overall long term business goals
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**Skills Framework**

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|   | (High)  4 | 3 | 2 | 1 (Low) |
| **Leadership** | Head of function: Communicates to inspire & motivate, builds teams, represents the Bank’s views & interests externally | Manages people: Communicates to manage performance, regularly presents, sets standards and priorities | Team leader/coach:Communicates to guide and develop colleagues on the job  | Individual contributor:Team member, effective communication skills, demonstrates initiative. |
| **Customer Service & Sales** | Sales management: Role model for highest levels of customer serviceManages sales activity towards targets | External customer salesUnderstands how to achieve sales targets via needs based selling skills | External customer serviceAble to meet external customer requests providing a service level which delights  | Meets requirements of internal customers, understands department’s SLA’s and impact of these on others  |
| **Systems/IT skills** | Requires highly technical systems skills to develop systems architecture. | Requires advanced knowledge of specialist systems, adapts these to meet the needs of the business | Requires advanced Microsoft Office skills, produces complex reports from specialist system | Requires standard Microsoft Office skills or basic level of specialist system (data input/look ups) |
| **Processing skills** | Complex analysis of data & report production with recommendations & business acumen. Sets policies, produces reports for external use | Advanced administrative skills requiring analysis, research, investigation, report writing, some decision making required | Skilled administration required– free format letter writing, minute taking, some analysis & judgement required | Basic verbal and numerical reasoning to administer standard letters/forms accurately, prioritises work to meets deadlines & service level agreements |