



HM Courts & Tribunals Service

Her Majesty's Courts and Tribunals Service

Directorate: HMCTS Customer

Pay Band: Band A

Job Title: Head of Customer Investigations

Overview

Why we exist

The work we do is vital to securing a sustainable future that enables justice to be readily available to all and particularly those vulnerable people who need it most. Success in the role you are considering will enable you to make a positive difference to you, your community and your society. Every person at HMCTS is driven by this powerful purpose.

HM Courts and Tribunals Service underpins the delivery of justice, making sure trials and hearings run fairly and efficiently. We are here to ensure anyone in need of our courts and tribunals receives a service that suits their needs.

What are we doing?

We have brand with an outstanding heritage and history. Being around for hundreds of years makes us proud but not complacent. We are required to continually update and modernise to ensure we align our service with the society we serve. In recognition of this, HMCTS gained funding in the last Government Spending Review for a root and branch 'Reform' of our services. We are now ready to put our plans into action and deliver.

How are we going to fulfill our vision?

Every year, millions of people seek justice in our courts and tribunals. Whilst they receive service from committed people, they do not feel like a customer. In broad terms, changing that outcome, generating satisfaction and confidence in our justice system, is our primary goal.

We are focused on radically improving the customer journey for all by:

- employing digital technology to enable access to justice; for example, supporting victims and witnesses to give evidence in a less intimidating way via video link;
- enabling self-service, where appropriate, so people can get fast and easy access to simple judicial services;
- streamlining processes and eliminating waste so we can reinvest in improvements that our customers can touch and feel.

For HMCTS, the changes we are making will reduce our own costs and remove service failure from our system, allowing us to put resources where they matter most.

The **Head of Customer Investigations** is a newly created role. You will lead HMCTS in effectively managing and improving appeal-stage complaints, correspondence and litigation handling.

Main purpose of the role:

The Head of Customer Investigations will be responsible for the organisation's contact points with customers – ensuring resolution and feedback of information into operations to avoid repeat failures. They will build relationships with internal and external stakeholders to ensure targets are appropriate, achievable and achieved, constantly evaluating and analysing the flow of work into and out of the teams to drive out improvements and insight which will benefit the organisation and our customers. As HMCTS embarks on customer-centric transformation, the post-holder will work with operations and the change portfolio to manage the transition towards excellent customer service in the future operating model.

Key Accountabilities:

The Head of Customer Investigations is a key role reporting directly to the Customer Director.

The key objectives of the role include;

- **Reviewing & Owning Targets**
 - Taking full accountability for the achievement and reporting of all responsible operational metrics and targets
 - Reviewing and interpret management information – predicting and proactively improving team and organisational customer service and efficiency
- **Developing Our Customer Information**
 - Managing the collation of both quantitative and qualitative insight on our customers to feed into the customer insight team
- **Leading Service Improvements**
 - Advising on interventions required to turn feedback from complaints into service improvement and helping the business to respond quickly and intelligently
 - Regularly reviewing service provision in complaints, correspondence and litigation and working with the Deputy Director for Customer Operations & Change as well as the Head of Customer Strategy & Capability to implement changes in the wider organisation; exerting soft power to drive forward the customer plan, and act as a key consultant to delivery
 - Driving improvements and remove blockages within employee and customer journeys and be able to deliver step change in performance and engagement
 - Leading on developing customer redress processes (including escalation, signposting and measuring satisfaction)
 - Leading system wide improvements in correspondence (MCs, TOs and Chief Executive) and complaints handling across HMCTS, including those complaints escalated for investigation by the Parliamentary Ombudsman
- **Leading Teams**
 - Overall line management of a team of c22 staff at Bands B-E
 - Leading and motivating teams to ensure the successful delivery of the business values and objectives
 - Coaching Team Managers to support their personal development and the development of their teams

- Facilitating an organisation-wide culture of customer led improvement and innovation
- Leading the team responsible for responding to litigation against HMCTS, such as Judicial Reviews, identifying opportunities to turn service failure into service improvement and the sharing of best practice
- **Managing Transition**
 - Managing the transition to the future operating model (specifically to consolidated customer service centres) alongside operations and the change portfolio
- **Personal Development**
 - Keeping abreast of developments in the Contact Centre industry with a view to assimilating new ideas and keeping abreast of best-practice methodology
 - Embodying the core skills of the Customer Directorate to land change in the organisation, curate a deep understanding of current customer needs and possess a dissatisfaction with the status quo

Qualifications

Likely to be educated to degree level.

Essential Knowledge and Skills

- Possess deep sector knowledge of complaints and correspondence management as well as customer service improvement
- Ability to draft exemplary customer correspondence and lead by example
- Demonstrate deep attention to detail through past experience
- Demonstrate exceptional leadership of customer-focused teams
- Skilled at making change happen in organisations and leading teams in this context
- Skilled effectively operating through ambiguity; proactively identifying and solving nebulous problems to address key business issues
- Experience of influencing senior partners and stakeholders
- Skilled and confident in quickly synthesising evidence from a range of sources (including data & analytics) to draw out key insights.
- Self-aware, self-regulated, and with strong ethics

The competencies required for this role are:

- Making Effective Decisions
- Changing and Improving
- Delivering Value for Money
- Seeing the Bigger Picture
- Managing a Quality Service