

SERVICE DIRECTOR

CUSTOMER EXPERIENCE AND DIGITAL



Grade and Tier	Chief Officer – Band 4	Reference:	COF0055
Reports to:	Chief Operating Officer	Job Type:	Strategic Leader
Role Purpose			
The Service Director for Customer Experience and Digital will lead the organisation in delivering simple, inclusive, and trustworthy customer services through a prevention-first and digital-first approach. This dual focus ensures proactive, data-driven solutions are embedded across the Council, enabling early interventions that reduce service demand and deliver lasting value. The postholder will implement a service design methodology to transform the Council into a user-led, insight-driven organisation, aligning digital innovation with preventative strategies to address root causes of demand. This requires leveraging AI, machine learning, and predictive analytics alongside integrated data systems to anticipate and meet customer needs, streamline operations, and support long-term resilience. The role also holds strategic responsibility for managing Plymouth City Council’s shared service contracts for IT and printing services, ensuring alignment with organisational goals, innovation, cyber security, and cost-effectiveness. The role reports to the Chief Operating Officer and is part of the Customer & Corporate Services Directorate.			
Statutory and Key Responsibilities/Accountabilities			
Provision of statutory Libraries services (DCMS & Arts Council).			
Key Responsibilities			
Corporate and organisational			
Customer Experience Strategy: Own and lead the Council’s customer experience strategy, embedding prevention-first and digital-first principles into every aspect of service delivery. Service Redesign: Develop and implement a redesign framework that integrates prevention-focused enablers, including predictive analytics, integrated systems, and cross-departmental collaboration, to simplify services, improve inclusivity, and build trust. Building Organisational Capability: Equip teams across the organisation with the skills, tools, and confidence needed to adopt customer-focused behaviours, leveraging test-and-learn approaches and cross-functional collaboration to drive change. Customer-Centric Decision-Making: Champion the voice of the customer by embedding data insights, predictive models, and real-time feedback into decision-making processes to prioritise early intervention and meet diverse needs. AI and Machine Learning: Harness AI and machine learning to enable proactive, user-focused service delivery, enhancing the ability to predict and address demand before it escalates.			

- **Integrated Data Platforms:** Leverage deep data systems that connect insights across departments, such as social care, housing, and health, to identify vulnerabilities, improve targeting, and enable coordinated responses.
- **Cultural Transformation:** Promote a digitally literate, prevention-focused culture across the organisation, equipping staff to adopt and maximise the benefits of new technologies.
- **Shared Services Governance:** Strategically manage DELT shared service contracts to ensure alignment with organisational priorities, driving innovation while maintaining operational security and resilience.

Performance and Finance

- **Prevention-Focused KPIs:** Define and monitor key performance indicators that reflect both prevention and digital goals, such as reductions in failure demand, increased early interventions, and cost savings through automation.
- **Value-Driven Transformation:** Ensure that digital initiatives and prevention strategies deliver measurable value for money, minimising costs while maximising community impact.
- **Optimising Resources:** Use predictive insights to allocate resources effectively, prioritising investments that deliver preventative outcomes and operational efficiencies.
- **DELTA Contract Oversight:** Monitor the performance of the DELTA shared service contract, ensuring it delivers cost-effective, high-quality, and innovative solutions.

Customer and Communities

- **Inclusive, Preventative Service Design:** Champion services designed to be accessible, equitable, and proactive, addressing the root causes of demand and providing alternative options for those digitally excluded.
- **Proactive Use of Data:** Leverage predictive analytics and community insights to identify service gaps, anticipate demand, and deliver preventative measures that reduce dependency on crisis services.
- **Personalised Engagement:** Deploy AI tools to create tailored customer experiences, offering proactive notifications, personalised recommendations, and real-time support.
- **Reducing Failure Demand:** Drive improvements in service quality and responsiveness by using integrated data to address systemic issues and prevent avoidable escalations.

Partnerships and external relationships

- **Collaboration for Prevention:** Partner with external organisations, including DELTA, technology providers, and community stakeholders, to co-create prevention-first, digitally-enabled solutions.
- **Regional and National Engagement:** Represent the Council in forums to influence digital transformation and prevention strategies at a regional and national level.
- **Securing Investment:** Advocate for and secure funding to scale AI, data platforms, and prevention initiatives, ensuring sustainable delivery of innovative solutions.
- **Cross-Sector Alignment:** Work with public, private, and third-sector organisations to integrate digital and preventative priorities into community-wide strategies.

Governance

- **Compliance and Ethics:** Ensure adherence to legal, regulatory, and ethical standards, including GDPR, accessibility, and equality legislation, while embedding frameworks for the ethical use of AI and data.
- **Risk and Resilience:** Establish robust risk management processes for digital and preventative initiatives, ensuring challenges are identified and mitigated proactively.
- **Transparent Reporting:** Provide clear, evidence-based updates on digital transformation and prevention-first outcomes to senior executives, elected officials, and stakeholders.
- **Performance Management:** Lead governance of the DELT shared service, ensuring strategic alignment and delivery against agreed performance targets.

Role Accountabilities	Role Outcomes
Corporate and Organisational ▪ Lead the Digital & Customer Experience management team. ▪ Accountable for the development and delivery of strategy and performance across all Digital & Customer Experience departments, this includes ensuring that they align to the Council's Operating model. ▪ Accountable for the delivery of the Council's Digital Plan and ensure it is kept relevant and up to date. ▪ Accountable for leading and developing the Digital, Business Support, Libraries, and Transformation teams. Performance and Finance ▪ Accountable for the delivery of the departmental budgets as aligned to the corporate plan. ▪ Ensure there is an appropriate performance framework in place to manage service performance and delivery objectives within department. ▪ Responsible for a range of services including those relating to Digital, Library Services, and Business Support. Customer and Communities ▪ Ensures services within own department are focused on continuous improvement within agreed levels of customer satisfaction to best meet the needs of internal and external customers and citizens.	▪ Achieving measurable improvements in customer satisfaction through the integration of prevention-first and digital-first strategies. ▪ Demonstrating reductions in failure demand and reactive service costs by implementing predictive analytics and AI-driven solutions. ▪ Increasing adoption of self-service tools, ensuring accessibility and reducing operational inefficiencies. ▪ Delivering targeted cost savings through prevention-focused initiatives and intelligent automation, with clear ROI on digital investments. ▪ Meeting agreed performance outcomes for the DELT shared service, ensuring innovative, secure, and sustainable service delivery. ▪ Strengthening community trust and confidence in the Council's ability to use data and technology responsibly to address needs. ▪ Improving employee engagement and digital fluency, ensuring staff are equipped to support prevention and digital innovation agendas.

▪ Ensure efficient processes and ease of use business focused support to customers. ▪ Facilitate a culture change programme to support the organisation's transition to a customer focused culture. Partnerships and External Relationships ▪ Create and manage effective relationships and partnerships with a broad range of stakeholders, building support amongst them in order to deliver better public services. ▪ Promote the city by supporting and participating in key corporate events. ▪ Build a consistent approach to leadership styles across the organisation to derive an empowered leadership culture. Governance ▪ Deliver the statutory functions as stated in the role profile. ▪ Member of tactical command team for civil emergencies and business continuity in liaison with the police/other agencies as appropriate. Member of the out of hour's rota. Ensure the department is compliant with all statutory, regulatory, safeguarding and audit requirements, and where applicable, those of Ofsted, CQC, Health and Safety Executive and Information Security	
Essential Qualifications and Experience	Essential Attributes and Skills
▪ Extensive senior leadership experience with a focus on customer experience, digital transformation, and prevention-first strategies. ▪ Proven track record of implementing AI, machine learning, and predictive analytics to drive measurable improvements. ▪ Strong background in managing complex shared service agreements and embedding preventative approaches into large-scale transformation. ▪ Experience delivering improvements within a project/programme management environment, meeting targets on time and within budget.	▪ Prevention-Focused Leadership: Demonstrated ability to embed prevention-first strategies into organisational operations, leveraging technology and data to reduce demand. ▪ Data Integration Expertise: Strong experience in creating and managing integrated data systems that support predictive insights and early intervention. ▪ AI and Machine Learning Knowledge: Proven success in using AI and machine learning to enhance service delivery, personalise experiences, and enable preventative approaches. ▪ Collaborative Leadership: Adept at fostering partnerships, aligning stakeholders, and driving a shared vision for prevention and digital transformation. ▪ Ethical Governance: Expertise in implementing frameworks to ensure the

	ethical, transparent, and compliant use of AI and data.
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