

Grading

Job Description and Employee Specification

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| <u>Job title:</u> Team Manager (National Non Domestic Rates) | <u>Service area:</u> Finance |
| <u>Post number:</u> | <u>Division:</u> Local Taxation and Benefits – Shared Service |
| <u>Grade:</u> | <u>Section/team:</u> National Non Domestic Rates |
| <u>Overall purpose of job:</u> | |
| <p>Contributes to the realisation of both the shared service business plan and Council's Plans by leading, advising, supporting and motivating a team of individuals carrying out functions of the NNDR service and Property Inspection for both authorities. Enabling pre-determined strategic direction of the shared service to be realised within the boundaries of all statutory requirements and local priorities</p> <p>Responsible for managing the customer experience within their area of responsibility ensuring service delivery meets customer centric service provision.</p> | |
| <p>Post holders will be expected to be flexible in undertaking the duties and responsibilities attached to their post and may be asked to perform other duties, which reasonably correspond to the general character of the post and are commensurate with its level of responsibility.</p> | |
| <u>Main Responsibilities:</u> | |
| <p>The postholder will lead and manage a team which is responsible for functions carried out on behalf of both Councils within the shared service agreement. The postholder will manage the staff and processes for their own individual area of responsibility/expertise relating to NNDR, and inspection of properties for Council Tax and Business Rates.</p> <ol style="list-style-type: none"> 1. Devise and implement daily work programmes to achieve maximum results within existing resources including target based performance management. 2. Assist service management to implement a culture of continual improvement in process and learning and lead service improvement projects. 3. Responsible for short term planning (6 to 12 months) ensuring that their team is sufficiently resourced to undertake day to day activity and special projects. 4. Support the delivery of the service improvement plan to achieve effective outcomes. 5. Support and communicate with partner organisations and stakeholders through day to day effective liaison on operational issues and other contentious and complex issues to achieve service outcomes. 6. Respond to changes to the statutory and systems process framework and recommend | |

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/develop and implement revised working practices and procedures as necessary.

7. Represent both councils at external meetings and forums.
8. Support the development of a customer focussed, outcomes based culture within the operational team.
9. In conjunction with the Local Taxation & Benefits Manager, ensure that within their area of responsibility the service is compliant with national legislation, local financial and security controls, national and local priorities.
10. Maintain awareness of changes in legislation, case law and new initiatives which impact on the area of responsibility.
11. Effectively apply creativity and innovation to determine most appropriate action within general guidelines of policies, procedures, regulatory frameworks and standards.
12. Day to day management of staff within the team.
13. Any other duties commensurate with the level of the post.
14. Deputise for the Local Taxation & Benefits Manager as required.

Knowledge, Skill and Experience Required:

Knowledge and Qualifications

- In-depth knowledge of legislation case law and best practice in Local Taxation demonstrated through at least 3 years' experience within the Local Taxation environment.
- Specific technical skills and knowledge relating to NNDR demonstrated through IRRV technician level or equivalent, or substantial relevant experience.
- Understanding of the inter-dependencies between all Local Taxation and Benefits service areas and awareness of fraud.
- High level of knowledge regarding constantly changing service and customer requirements, and the wider government agenda, in order to create and deliver a service which meets the needs of the shared service business plan and wider partnership and community agenda.
- Awareness of Corporate Standards for both councils relating to data quality and performance management.
- Knowledge of systems used to obtain data to complete Government return forms.

Skills and Abilities

- High level of understanding relating to the ICT systems used by business rates, and ability to interrogate systems in order to meet customer expectations of service delivery.
- Advanced spreadsheet and word processing skills and ability to present data in an understandable format.
- Good level of management, leadership and communication skills, enabling the motivation and direction of team members to embrace new initiatives and meet departmental targets.
- High level of problem solving skills, able to recognise problems, identify & implement solutions.
- Ability to be proactive and reactive in response to a constantly changing work environment, often with conflicting priorities.
- Ability to understand the impact of organisational change and to support team members through organisational change processes.
- Ability to identify development opportunities for staff, systems and the service as a whole
- Confident and articulate when communicating with all contacts.
- Ability to adapt to changing technology with ability to understand IT issues and to harness IT as an effective business tool.

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- Ability to delegate and make optimum use of skills, resources and abilities of others.
- A high level of both literacy and numeracy skills including detailed understanding and awareness of budgetary controls, financial reporting and VFM principles.
- Good research, presentation and project management skills.
- High levels of tact/diplomacy & persuasive skills to ensure a desired outcome for both ratepayer & the council within the constraints of legislation & policies.

Experience

- Experience of reviewing complex information and explaining in plain English.
- Experience of managing and communicating the implications of changes, for example in legislation or changing service priorities.
- Experience of developing, implementing, and managing work based procedures and key performance measures.
- Experience of working to strict deadlines and in difficult situations, and ability to work on own initiative.

Proven track record in:

- Delivery of technical / professional advice / outputs in relation to the area covered by the post.
- Substantial experience within the Local Authority Taxation and Benefits environment.
- Substantial knowledge of NNDR and liability processes and legislation.
- Excellent personal skills which will allow the building of close working relationships with colleagues, partners and stakeholders.
- Experience of decision making in cases of customer exemptions and reliefs, engaging with businesses, corporate bodies, charitable organisations, agents, valuation office and other organisations to support customer need.

Creativity and Innovation:

Assist the Local Taxation & Benefits Manager to ensure the team's operating standards and outputs comply with regulatory frameworks for the area of specialism and the Council's policies, constitution and governance arrangements.

- Ensure equality and diversity implications are fully considered and evidenced in the design and delivery of the team's outcomes and in the development of the team's policies, systems, processes and ways of working in conjunction with the Local Taxation & Benefits Manager.
- Effectively communicating with staff, sometimes remotely i.e. homeworkers or staff working at another site.
- Supporting colleagues with the reallocation of staff resources in the event of unexpected circumstances impacting on service delivery.
- Ability to respond to individual and complex/contentious and sensitive queries from customers, look for acceptable solutions to problems customers may identify whether through service requests or complaints.
- Actively engage in identifying solutions to improving performance of the team, quality of outputs and the stakeholder experience.
- Building relationships with representatives of partner organisations in order to effectively engage them to support consistent delivery of the service across both council areas in order to support customer needs.
- The level of creativity is restricted by a framework of policies, procedures, regulations and standards and direction of senior managers.
- Guidance and support is provided to the team to understand and apply the appropriate level of creativity and innovation within their roles.
- Handling of complaints and Freedom of Information requests.

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- Required to plan deliver and evaluate mentoring and support for staff.

Contacts and Relationships:

- Team Managers and other staff - Daily contact with own team and with members of other teams in relation to the duties of the team. Ensure operational standards are being met, providing advice and guidance.
- Shared Service Management –regular contact on issues affecting the service.
- Elected Members and MPs – regularly supporting the response to contentious and political issues raised by them on behalf of their constituents, ad hoc direct contact.
- Internal and external audit and Finance teams –Occasional contact to ensure adherence to Financial Procedures, follow up from audit reports, provide evidence and advice to audit and implement recommendations from audit reports.
- Staff within other departments such as ICT, Customer Services, Finance, Planning, property, Business Team and others, regularly working with other departments to ensure that the service outcomes are achieved by the most efficient means.
- General public, businesses and their representatives - Daily contact to effectively apply tact, sensitivity diplomacy and persuasive skills to determine and deliver support, advice or responses. Daily contact on complex and contentious matters.
- Partner organisations who support the delivery of advice, for example (not exhaustive) CAB, Bailiffs, charitable organisations and Valuation office Agency. Regular contact to ensure customer outcomes meet the needs of both the council and partner.
- Private sector organisations and suppliers – support delivery of the service.
- Establish and maintain relationships and alliances to promote the service with External organisations such as corporate bodies, charities, rating agents, Valuation Office Agency, Valuation Tribunal HMCS, HMRC, Police, Staff from other councils, depending on the area of responsibility.

Decision Making:

- Decisions ensure that team meets operational standards set by the Local Taxation & Benefits Manager. May make suggestions to the Local Taxation & Benefits Manager which may lead to changes in operational standards.
- Guidance and support to the team for them to understand and apply the appropriate level of discretion and decision making within their roles.
- Day to day management of staff including setting of appropriate targets, assessment of capability and issues arising.
- Effective decision making will support the thorough analysis and interpretation of performance and quality information which will lead to improved management of operational issues.
- The postholder is responsible for decision making relating to the discretionary areas of the service e.g. discretionary rate relief, part occupation, exemptions and other reliefs. These decisions are made within guidelines set out by the relevant policy.
- Determine the most appropriate response to complaints and Freedom of Information requests.
- The postholder will make recommendations on accounts which are deemed to be unrecoverable for write-off.
- Support and assist with the implementation of any future changes required as a result in changes to legislation, Council or Government policy. Support/advise and amend criteria as necessary prior to reviews for charity rate relief to determine continuous entitlement.

Consequences

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- Effective and informed decision making will assist in an efficient and effective service to the general public, which is responsive to customer need.
- The impact of decisions in relation to service delivery standards and/or procedures would not always be immediately obvious, as it would normally take some time before the impact on customers is known to the Authority.
- In some instances decisions made will have a significant impact on customers; prompt and accurate decision can prevent customers accumulating arrears, avoid recovery action and costs, and reduce complaints.
- Correct advice and decisions may help sustain local business and attract new business to the area significantly impacting on both councils' finances and collection rate.
- Correct advice given on liability disputes and write offs minimises the risk of high legal costs and substantial loss of income (potentially hundreds of thousands of pounds) for either council.
- Effective decision making in relation to allocation of Property Inspection work will enable the Council to maximise income from Council Tax and Business Rates.

Responsibility for resources:

Financial resources:

No resources

Physical resources:

No resources.

WORK ENVIRONMENT

Work demands:

- Work programme is regularly interrupted to deal with staff issues, providing advice and support and tasks which need undertaking within a short timescale. The postholder is expected to manage both their own work programme and the work programme of the team. Some work requires immediate attention and much has to be done to set deadlines e.g. responding to customer queries to prevent further recovery action when customers have received reminder notices and unexpected changes to government legislation.
- Daily workload is influenced by issues that require prompt consideration e.g. volumes of complaints or telephone calls received, system problems, attendance at meetings, staff cover and one-off tasks and enquiries.
- The volume of work fluctuates due to the fact that the postholder must be responsive to issues that need immediate attention. For example, the postholder may need to respond to queries from senior managers, M.P.s or members, or deal with staffing issues that are urgent or where a quick response is required.
- The postholder is responsible for the effective management of an agile workforce, many of whom work outside of standard office hours. Some staff reporting to the postholder mainly work away from the office (Property Inspectors and permanent home workers who may be based outside of the council area) Compile and maintain appropriate performance statistics and monitor progress of the section and individuals against targets
- The postholder is responsible for gathering information and the initial completion of ad-hoc tasks such as NNDR1 & 3 returns, which are ultimately signed off by the S151

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officer, and supporting completion of benchmarking forms & Freedom of Information requests, all of which must be met within strict deadlines.

Physical demands:

- Role is office based, using DSE equipment frequently.
- Postholder will also work outside of the office, for example, attending meetings, forums etc. Some of these may take place outside of normal office hours in the evening.
- Meetings at other locations during normal office hours.

Working conditions:

- Office based in good quality well maintained offices, majority of time, however there may be a need to travel to other sites/venues both within and outside the Council area.

Work Context:

- This is a post within the shared service agreement between North and North East Lincolnshire The postholder is responsible for managing a single team delivering a high profile public facing Non Domestic Rates service at a single site within the shared service agreement.
- Staff reporting to these posts may be based in either Brigg or Cleethorpes, or may work at home. The postholder will need to ensure that they are visible to all staff regardless of location on a regular basis.
- Some risk to personal safety problems arising from the environment of public/clients.
- The post involves daily contact with individual customers & their representatives, in relation to potentially complex and contentious cases. The postholder may be required to make decisions which can have a significant impact on the financial circumstances of businesses and the Council.
- There are weekly instances of verbal (telephone) abuse aimed at the service and the individual.
- This postholder is responsible for ensuring that the work programme is carried out on time and that the work carried out is accurate.
- The postholder must also ensure that work which is outside of the normal programme is allocated to the correct person and completed within deadline. This will happen on a regular basis.

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Position in organisation:

The postholder will be responsible as one of 17 Team Managers/Court Enforcement Officers and will report to the Local Taxation & Benefits Service Manager.

Responsible for 7 f.t.e. members of a team who require day to day supervision, advice and training/mentoring.

Some members of the team spend the majority of their time away from the office environment (Property Inspectors and permanent home workers)

The postholder is also responsible for ensuring that the Council's supervision procedures are followed for their particular site.

Local Taxation & Benefits Shared Service Manager

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Strategic Lead Debt Management & Technical Development – Strategic Lead
Council Tax & Benefits - NNDR Team Manager

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3 NNDR Billing Officers & 4 Property Inspectors (two of which are NELC staff)

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Job Description Version Control

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| Date evaluated | |
| Date updated | 28/6/2022 |
| Updated by (manager name) | Richard Catlyn |
| Checked by (HR name) | |

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| ESSENTIAL CRITERIA | ASSESSED THROUGH: |
|---|---|
| Knowledge, Skills and Experience | Application form (follow up at interview) |
| <p>Experience of devising and implementing daily work programmes to achieve maximum results within existing resources including target based performance management.</p> <p>Demonstrate awareness of changes in legislation, case law and new initiatives which impact on the area of responsibility.</p> <p>Understand the inter-dependencies between all Local Taxation and Benefits service areas and awareness of fraud.</p> <p>Experience of reviewing complex information and explaining in plain English.</p> <p>Experience of managing and communicating the implications of changes, for example in legislation or changing service priorities.</p> <p>Experience of developing, implementing and managing work-based procedures and key performance measures.</p> <p>Experience of working to strict deadlines and in difficult situations, and ability to work on own initiative.</p> | |
| Knowledge, Skills and Experience | Interview |
| <p>Ability to respond to individual and complex queries from customers, look for acceptable solutions to problems customers may identify whether through service requests, complaints or through the front facing elements of the LT&B service delivery model.</p> <p>Excellent presentation skills.</p> <p>Advanced spreadsheet and word processing skills and ability to present data in an understandable format.</p> <p>Good level of management, leadership, and communication skills, enabling the motivation and direction of team members to embrace new initiatives and meet departmental targets.</p> <p>High level of problem-solving skills, able to recognise problems, identify & implement solutions.</p> <p>Ability to understand the impact of organisational change and to support team members through organisational change processes.</p> <p>Ability to identify development opportunities for staff, systems and the service as a whole.</p> <p>Confident and articulate when communicating with all contacts.</p> <p>Ability to adapt to changing technology with ability to understand IT issues and to harness IT as an effective business tool.</p> <p>Ability to delegate and make optimum use of skills, resources, and abilities of others.</p> <p>A high level of both literacy and numeracy skills including detailed understanding and awareness of budgetary controls, financial reporting and VFM principals.</p> | |
| Education, Training and Qualifications | Original documents |
| <ul style="list-style-type: none"> Good level of education, qualified to NQF level 2 (GCSE A* to C) in English and Maths (or be able to demonstrate an | |

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equivalent level of knowledge & skill)

| DESIRABLE CRITERIA | ASSESSED THROUGH: |
|---|---|
| Knowledge, Skills and Experience | Application form (follow up at interview) |
| <p>Experience of working in a Local Taxation service</p> <p>Experience of supporting partner organisations and stakeholders through day to day effective liaison on operational issues to achieve service outcomes</p> <p>Experience of effectively apply creativity and innovation to determine most appropriate action within general guidelines of policies, procedures, regulatory frameworks, and standards</p> <p>High level of understanding relating to the ICT systems used by NNDR, and ability to interrogate systems in order to meet customer expectations of service delivery</p> <p>Good research, presentation, and project management skills</p> | |
| Working Arrangements | Interview |
| <p>Postholder will be primarily based in North Lincolnshire but will be required to work at various sites due to the shared service working arrangement.</p> | |

THE POST IS SUBJECT TO:

Disclosure of convictions under the Rehabilitation of Offenders (Exemption) Act 1974

Yes ☒

No ☐

Political restriction

Yes ☐

No ☒

The ability to speak fluent English under the Immigration Act 2016

Yes ☐

No ☒

• Version Control

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| Author | HR Policy Team |
| Status | V0.1 |
| Date approved | 19 September 2012 |
| Last updated | 21 December 2021 |