

Role Title	Housing Complaints & Service Improvement Manager
Job Family	Place Directorate
Competency Level	Senior Manager
Pay Scale	PO8
Purpose	
Lead and develop an exceptional complaints and enquiries service, prioritising customer experience and ensuring compliance with the Housing Ombudsman's Code. Design and implement a continuous service improvement framework, using all sources of resident insight data and sector good practice to deliver a programme of insight driven improvements, ensuring operational services are compliant with regulatory requirements. Implement mechanisms to identify systemic issues and emerging trends, identifying root causes of issues and working with service leaders to apply learning and implementing service improvements, improving the service from the customer perspective. Building a strong culture of 'resident first', ensuring that residents are supported when making complaints and positive resolutions are reached.	
Generic Accountabilities	End Results/ Outcomes
Plan and ensure service delivery within a complex / diverse service area. Control operational activities within the service area and ensure professional standards are delivered.	The service is delivered to the quality, Council, professional and legislative standards required. Integrated service development and delivery is informed by client, partner and stakeholder views, latest thinking, good practice and legislative requirements. Corporate strategies are effectively implemented within area of responsibility. External inspections are managed effectively. Service delivers excellent customer service.
Manage responses to complex professional or politically sensitive issues within the area of responsibility.	Expert opinion, advice, supports and interpretation is provided on all aspects of the area of responsibility, including major decisions.

Manage key relationships with delivery partners /providers /suppliers to commission / manage / evaluate / enhance appropriate service delivery / capacity within area of responsibility.	Major issues are managed through to a satisfactory conclusion. Feedback and complaints procedures are developed and managed. Complaints are effectively resolved. Customer outcomes are clearly understood and specified. Services / goods are delivered on time, to budget and standards agreed. Opportunities to improve delivery / capacity of provision are proactively identified and actioned. Suppliers and supply chains are resilient and adaptable to meet changing needs. Expected operational efficiencies are realised.
Develops service plans to meet strategic business goals. Ensure compliance with all internal and external standards.	Service plan and targets for area of responsibility are developed from Council's overall strategic directives and agreed and communicated within required timeframe. Strategic and operational input is provided to wider business planning and development. Progress against objectives is effectively monitored and delivered.
Ensure the development and delivery of continuous improvements in all aspects of the service.	Improvements are developed and delivered effectively. Stakeholder requirements are met.
Lead, motivate and develop staff to create and maintain a highly competent and participative workforce.	The team is highly competent, effective, motivated and outcomes focussed. Recruitment, induction,

	development, performance reviews, employee relations and all HR processes and planning is completed to the required standards and timescales. Effective team meetings take place to required timescales.
Identify, secure, deploy and manage the resources necessary for the professional service area to meet/exceed its objectives.	Resources including, equipment, people, and systems are utilised optimally and efficiently. Annual budget is planned, developed and delivered. Value for money is maximised. Financial expenditure and financial integrity are controlled to assure regulatory and Council policy compliance.
Ensure the necessary standards relating to safeguarding best practices/protocols are effectively communicated, monitored and maintained.	Safeguarding standards are monitored and maintained in compliance with Council policy. Appropriate safeguarding training is provided.
Implement a risk management programme and advise on issues affecting Council service areas.	Business threatening situations are recognised, planned for and managed or escalated as appropriate. Systems and governance are in place to and respond promptly to critical events. Continuous service is provided.
Ensure the successful implementation of health and safety legislation, policies and practices.	Risks to staff and others are assessed and managed. Suitable health and safety instruction and training are provided. There is a safe working environment.
Job Specific Accountabilities:	
To build a strong and effective Housing Complaints and Improvement Service through leadership and	Strong consistent management is achieved with staff having clear

performance monitoring, ensuring systems and processes effectively monitor performance of the team and that it is meeting its key objectives and targets.	direction and understanding of what is expected. Performance monitoring allows for real time analysis of current progress and ensures that concerns are identified early and support is given to achieve objectives.
To ensure complaints are managed in line with the Housing Ombudsman Service Complaint Handling Code, by leading the team to provide high quality responses within the required timescales and with responsibility for meeting the KPI for Stage 1 complaints responses.	Compliance with the Housing Ombudsman's Complaint Handling Code. KPI for Stage 1 complaint responses is met. Increased satisfaction with complaint handling.
Oversee responses to Housing Ombudsman orders and ensure they are actioned and responded to within the required timescales.	Compliance with the Housing Ombudsman's Complaint Handling Code. Resolutions are effectively implemented.
Lead, initiate, plan and direct activities and ideas to implement a programme of service improvement projects and initiatives, driven by all sources of resident insight data, ensuring services comply with regulatory requirements.	The programme of service improvement activities is driven by resident feedback and aligns to the Council's strategic aims. Services comply with regulatory requirements.
To lead the development of a comprehensive customer insight framework, working alongside the Performance Lead, using both existing data and new data sources to understand the needs of residents.	Service improvements are developed from customer interaction and feedback, ensuring customer need is at the heart of our services. Evidence based decision making.
Foster and maintain a culture of innovation, creativity and continuous improvement within the team, encouraging and facilitating inventive and original solutions and proposals.	Culture of continuous improvement embedded. Team emboldened to put forward creative and original proposals to improve services.
To ensure the effective analysis of complaints, identifying patterns and trends to address systemic issues. Learning from complaints is not only identified but also actioned and evidenced.	Analysing complaints results in targeted approach to improving the delivery of the housing service.
Lead the analysis of Housing Ombudsman	Failures in service are addressed

determinations and identify where service improvement is required to mitigate the risk of future negative findings.	and not repeated. Improved outcomes for residents.
Support a resident-centric culture, encouraging employees to take ownership of complaint resolution and see feedback as an opportunity for growth.	A positive complaint handling experience for residents. Continuous improvement is embedded across the housing service.
To ensure effective benchmarking of complaints performance and trends, sharing of good practice and complaints management across the Service and with the Corporate Complaints Team.	A wider understanding of good practice is achieved resulting in improved service and partnership working.
To support the Corporate Complaints Team with preparing the annual self-assessment against the Housing Ombudsman's Complaint Handling Code and Annual Complaint Handling and Service Improvement Report.	Compliance with the Housing Ombudsman's Complaint Handling Code. Residents and stakeholders have a clear understanding of our complaint handling performance.
To manage relationships with key stakeholders to make sure the work of the team is understood and has the widest possible impact.	The reputation of the service is maintained or enhanced. Stakeholders are engaged with. Positive feedback is received from stakeholders.
To produce information for the senior management team, councillors and customers in an accessible and actionable format and provide briefings as needed.	Clear and concise data is produced that allows for affective interpretation. Senior staff, Member and Customers are able to hold the service to account.
To deputise for the Head of Housing Engagement and Service Improvement as needed.	Ensures that there is adequate cover to maintain timely decisions and progress against objectives
To undertake any other duties of a similar level and responsibility as may be required from time to time.	

Nature of Contacts

Senior managers, directors, members and equivalent level external contacts, key stakeholder's partners and providers, to identify / meet requirements, generate and co-ordinate original ideas and develop council and partnership wide policy and service delivery. To provide expert advice, guidance and support on highly complex / sensitive issues. Communicate changes in policy, strategies and working practice both internally and to partner organisations / stakeholders.

Build and sustain effective relationships with all internal and external stakeholders. Work in partnership with internal and external contacts to develop and maintain joint working and promote the Council position. Co-ordinate partnership working activities and internal / external working groups. Influence their decisions.

Procedural Context

Manage highly complex / high risk issues within a framework of policy and regulatory guidelines. Objectives and targets are developed and agreed in line with service plan. High level of discretion and use of initiative in deciding what course of action to take. Exercise expert judgement in assessing complex stakeholder requirements, potential risk and managing quality assurance of service.

Significant expert knowledge and significant experience is required to resolve highly complex issues and proactively anticipate and mitigate problems. Design and develop innovative solutions which enhance the quality and efficiency of services and reputation of the council.

Occasionally the post will be expected to work from other locations

Key Facts and Figures

Enable others to understand changes and developments in relevant area and learn new processes / procedures.

Responsible for ensuring contractors / providers deliver to agreed standards.

May manage project teams of both internal staff and external contractors / consultants

Resourcing

Budget Responsibilities: Delegated responsibility for staffing budgets up to £500k

Supervisory Responsibilities:

- 2 direct reports (Housing Complaints & Enquiries Team Leader and Housing Service Improvement Team Leader)
- 5 indirect reports.

Reports to: Head of Housing Engagement and Service Improvement.

Knowledge, Skills and Experience

- Experience of managing within a complex / high volume complaints handling environment or equivalent.
- In-depth understanding of complaints management frameworks and best practices.
- Experience of managing improvement projects, working to time, budget and quality in a large organisation.
- Experience of working within housing services.
- Experience of interpreting and applying complex legislation and or regulations to particular situations and the ability to engage in debate about these issues.
- A good understanding of the Housing Ombudsman's Complaint Handling Code.
- Familiarity with relevant regulatory requirements and the ability to maintain

compliance with industry standards.

- Strong analytical skills to identify trends, conduct root cause analysis and drive continuous improvement initiatives.
- Experience of report writing and communications for a variety of audiences, demonstrating numeracy and literacy, and applying expert knowledge.
- Experience of presenting complex statistical data to a range of stakeholders in an accessible and actionable format, strong mathematical and analytical skills.
- Able to act as an ambassador for the Council demonstrating professionalism and setting an example by displaying an active commitment to a culture that embraces excellent customer service.
- Proven experience of budget planning and management.
- Proven track record of strong people leadership skills.
- Experience of influencing, persuading and negotiating to achieve positive outcomes.
- Exceptional verbal and written communication and interpersonal skills to build rapport with residents, regulators and internal stakeholders.
- High levels of personal resilience & integrity.
- Excellent IT skills with a detailed understanding of MS Office especially MS Excel.

Indicative Qualifications

Level 4 Housing Qualification (desirable), or willingness to work towards Level 4 Housing Qualification if not already held (essential).

Educated to degree standard or equivalent, or qualified through experience.

The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.