



Job Profile

Job Title	Head of Customer Contact		
Reports to	Director of Customer Experience		
Job Reference No.	HOMEJD1256	Date of issue:	August 2026

The job in a **nutshell...**

You lead Home Group's Customer Service Centre (CSC) and contact channels, ensuring all enquiries, repairs and customer issues are managed accurately, sensitively and with clear ownership. You oversee telephone, digital, self-service and proactive channels, balancing customer outcomes, quality, cost, colleague experience and performance.

You'll shape a future-facing service that uses our CRM, My Home Account and evolving contact platform to simplify journeys, improve resolution and manage demand. Working with the Head of Customer Experience, Insights and Planning Manager and operational leaders, you'll translate customer, regulatory and service requirements into practical delivery and help maintain operational excellence across Home Group.

What **success** will look like...

The customer contact service is reliable, responsive and well controlled, managing changing demand without compromising quality, safety or customer experience. Resources and capacity are planned effectively, colleagues have the skills to perform well, and the service remains resilient during disruption and periods of exceptional demand.

Customer enquiries and repairs contact are accurate and clearly owned from the first interaction. Colleagues recognise risk, vulnerability, communication needs and safeguarding concerns, adapt their response and record information well. Customers receive clear expectations, timely updates and effective hand-offs, reducing repetition, escalation and chasing to prevent dissatisfaction and complaints.

Customer access is joined up across channels and future options are developed to further evolve the service offer, reflecting customer need, preference, risk and complexity of cases. Human support remains available, with communication needs and reasonable adjustments recorded and used consistently.

OFFICIAL

Customer journeys become simpler because CRM, contact technology and trusted service knowledge provide accurate records, consistent information, effective routing and clear ownership. You simplify and test journeys, define operational requirements and ensure investment improves resolution, effort, quality, productivity, Customer Satisfaction (CSAT) and Tenant Satisfaction Measures (TSMs).

Workforce planning and real-time insight align capacity and skills with demand across enquiries, repairs, administrative activity and inbound and outbound contact. Resources can flex as demand changes while protecting quality, colleague wellbeing, learning and support for customers with complex needs.

The service is appropriately multi-skilled and organised around customer need. Advisers have the capability, authority and systems to manage contact and suitable administrative tasks. Clear competency standards and workflows improve resolution, reduce hand-offs and avoid backlogs, making better use of the available capacity.

Customer demand is understood and actively managed. Contact reasons, repeat enquiries, repairs activity and service events help anticipate pressure and inform customers before they need to chase. Proactive communication and improvement address process failures and poor hand-offs that create avoidable contact and escalation.

Service quality improves through a clear improvement plan and quality-assurance framework. In collaboration with wider Customer Experience and Insights and Planning colleagues, you support transactional CSAT framework and customer-effort measures that provide timely insight, identify service-recovery needs and test improvement. Assurance covers accuracy, repairs, risk and complaint recognition, communication, records, CRM use, hand-offs and commitments.

Colleagues recognise dissatisfaction, explain complaint rights and support early service recovery. Working with the Head of Customer Experience, you ensure complaints are transferred effectively, evidence is provided promptly and learning improves contact and repairs journeys.

Organisational change is more successful because you advise on customer and operational impacts and translate housing and regulatory requirements into workable journeys, controls, communications and resource plans. You apply operating models proven in complex housing organisations and use technology responsibly to keep the service fit for the future.

As part of the Business Management Team, you build a capable, housing-aware and digitally confident workforce and role model our Brilliant People behaviours. You work closely with the Head of Customer Experience, operational and specialist colleagues to deliver complementary objectives and sustained operational excellence.

You'll already have these **brilliant** skills, qualifications and knowledge...

Transferable Skills.	Technical qualifications, experience and knowledge.
We have a win-win mentality • Think holistically who else will this decision impact and the wider	Customer contact leadership

OFFICIAL

customer, colleague and organisational benefits. • Listen to what others want and need and consider this when deciding what to do. • Be positive, solutions-focused and accountable for following commitments through.	• Significant senior leadership experience in social housing, leading a large and complex customer contact service. • Strong knowledge of housing enquiries, repairs, vulnerability, safeguarding, complaint recognition and Consumer Standards, and able to build professional curiosity and sound judgement in frontline teams. • A successful record of transforming services and improving resolution, quality, productivity, resilience and customer outcomes.
We are great influencers • Build rapport and develop relationships across operational and specialist services. • Be curious, listen to understand and provide clear, evidence-based advice. • Influence action across organisational boundaries and resolve competing priorities constructively.	Operating model, workforce and performance • Knowledge of contact operating models proven in complex housing organisations, with experience reshaping services around customer need. • Experienced in forecasting, capacity planning, real-time management and skills-based deployment across channels and work types. • Able to develop multi-skilled teams covering customer contact and suitable administrative activity. • Uses performance insight to improve CSAT, relevant TSM drivers, resolution, effort, repeat contact, equitable outcomes, colleague experience and value for money.
We have a creative spark • Develop new ideas collaboratively and translate them into practical, measurable improvement. • Use customer evidence, demand and risk to prioritise resources and investment. • Challenge established processes where they create unnecessary effort, delay or poor outcomes.	CRM, channels and transformation • Experience using CRM, portals, contact platforms and knowledge management to improve journeys, records, routing and consistency. • Able to simplify and test journeys, define operational requirements and realise benefits from self-service, proactive contact, automation and new platform capability. • Understands integrated, inclusive channels, responsible AI and the importance of human support.
	Quality, improvement and influence • Experience leading service improvement and quality assurance across contact, repairs and administrative activity.

OFFICIAL

	• Able to simplify processes, reduce avoidable demand and improve first-point resolution and service hand-offs. • Able to translate regulation and change into practical journeys, controls, communications and resource plans. • Confident setting service and hand-off standards, challenging senior leaders and collaborating across Customer Experience, Repairs, regional and enabling services.
--	---

We'd also love you to have, or be **brilliant** at... (but don't worry if not)

• Knowledge of Salesforce or a comparable CRM, customer portal or cloud contact platform. • A relevant housing, customer contact, leadership, project or change qualification. • Lean, Six Sigma or Operational Excellence training. • Experience with workforce-management technology, intelligent routing, quality analytics or automation. • Knowledge of relevant housing legislation, regulation and the Housing Ombudsman's Complaint Handling Code.
--

We're all **accountable** for...

Health and Safety of our ourselves and others; put simply this includes taking the time to complete all learning, understanding your role-specific responsibilities, working with reasonable care, and taking steps to address and report problems related to Health and Safety. Taking a proactive approach to your learning and development to be the best you can be. This includes understanding and keeping up to date with all our relevant policies and processes as well as taking advantage of all the learning opportunities and resources available to you ... they're there for a reason but don't worry, we'll help keep you informed along the way. Promoting equality, diversity, and inclusion as a top priority at Home Group; leading by example in your actions and demonstrating our Brilliant People behaviours. Keeping things compliant! You'll have role-specific and organisational goals but it's important you take these seriously and keep people and information secure and safe within the scope of doing your bit here at Home Group. Comfortable operating in a modern digital workplace, including using digital tools to work collaboratively and productively.

Other **important** stuff...

You'll be a budget holder? No ☐ Yes ☒ ... up to £5m

You'll manage people? No ☐ Yes ☒ ... around 4 to 6 direct reports

We all work flexibly at Home Group but the level of travel in this role is usually...

Occasional ☒ Regular ☐ Frequent ☐

This role requires a DBS check No ☒ Yes ☐

OFFICIAL



OFFICIAL