Building homes, independence and aspirations

Job Profile

Job Title	Complaints Operations Manager		
Job Reference No.	HOMEJD1065	Date of issue:	November 2026

The job in a **nutshell…**

You lead Home Group's complaints service across England and Scotland, ensuring complaints are handled fairly, consistently and in line with the Housing Ombudsman's Complaint Handling Code and Scottish Public Services Ombudsman (SPSO) complaint handling requirements. You are accountable for day-to-day performance, quality, capacity and customer experience, including complaint-related Tenant Satisfaction Measures (TSMs) and customer satisfaction (CSAT).

Working closely with the Head of Customer Experience, Customer Insights and colleagues from across Home Group to provide operational insight, support reporting and compliance, turning complaints into better services and outcomes for our customers.

What **success** will look like**…**

Customers can easily access our complaints service, vulnerabilities and diverse needs are considered from the outset to ensure they receive an empathetic, timely and evidence-based response. Decisions and remedies are fair, consistent and proportionate, commitments are delivered as promised, building trust.

The complaints operation is well controlled and resilient. Demand, caseload, productivity, quality, capacity and colleague wellbeing are understood, with resources deployed effectively and performance or capability gaps addressed. Complaint handling timeliness, quality and satisfaction improve, supported by accurate recording, reporting and interpretation of complaint related Tenant Satisfaction Measures (TSMs) and wider Customer Satisfaction results.

You build a confident, capable and accountable management team through clear expectations, regular coaching, development and performance management. You

support your managers to lead and develop their own teams effectively, strengthening skills, colleague wellbeing and succession across the wider complaints service.

Senior leaders, the Board and Member Responsible for Complaints (MRC) have reliable complaints insight to support effective scrutiny and governance. Working with Customer Insights, you provide accurate analysis of performance, customer outcomes, risks and learning for quarterly and annual reporting, and contribute recommendations through the complaints steering group.

Housing Ombudsman and SPSO casework is managed accurately and on time, in line with the respective requirements in England and Scotland. You oversee responses, determinations, orders, recommendations and remedies, risks and delays. You lead the annual Complaint Handling Code Self-Assessment and prepare Home Group's Annual Return Submission through agreed governance routes.

You play a key role in learning from complaints, working with the Head of Customer Experience, Customer Insights and service owners to identify themes, root causes and recurring failures. Operational evidence and customer feedback lead to practical recommendations and service improvements, with their impact on customer outcomes understood and assessed. You support the sharing of learning across teams and provide clear evidence of improvements for communication to customers.

You obtain progress updates on outstanding complaint remedies and improvement actions, maintain their visibility to senior leadership, and escalate delays, barriers or ineffective action. Relevant service owners remain accountable for implementing improvements within their areas.

You provide constructive challenge across operational services and back-office support functions where performance, compliance or customer outcomes fall below the required standard. Contractors, delivery partners and other third parties provide timely evidence, complete remedies and support agreed improvements to ensure group level complaints oversight is proactive.

The Complaints Service provides value for money while protecting quality and positive customer outcomes. You manage resources within delegated authority and monitor compensation and remedy levels, expenditure, consistency and escalate significant or unusual trends.

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 about who a decision will affect and the wider customer, colleague and organisational benefits.	**Complaints leadership and customer focus** • Substantial senior management experience in complaints, customer

• Listen to what others want and need, consider this when deciding what to do. • Be positive, solutions-focused and accountable for following commitments through and meeting deadlines.	resolution or regulated service, including leading managers and multi-layer teams. • Demonstrable experience of managing, coaching and developing a management team and building capability across a wider service, with clear expectations and effective performance management. • Able to balance demand, quality, compliance, colleague wellbeing and customer outcomes, proactively leading the service. • Strong understanding of customer vulnerability and diverse needs, accessibility and reasonable adjustments, and how these are applied in practice.
We have a creative spark • Use complaint evidence, customer outcomes, demand and risk to prioritise resources and improvement. • Develop practical ideas collaboratively and follow them through to measurable action. • Challenge processes that create avoidable delay, effort, repeat failure and demand or poor outcomes.	**Performance, quality and resources** • Demonstrable responsibility for complaints performance, related TSMs, complaints CSAT and quality assurance. • Able to use demand, caseload, productivity and quality information to plan capacity and address performance or capability gaps. • Commercial awareness, including budget management, value for money and oversight of compensation and remedy levels.
We are great influencers • Build effective relationships across operational and back office services. • Be curious, listen to understand and provide clear, evidence-based advice to senior management. • Challenge constructively, influence action and escalate unresolved concerns appropriately.	**Ombudsman and regulatory compliance** • Detailed working knowledge of the Housing Ombudsman Service Complaint Handling Code and relevant Consumer Standards in England, together with an • Understanding of the SPSO complaints handling requirements applicable to Scottish landlords • Experience overseeing Housing Ombudsman casework, determinations, orders, recommendations and remedies, including escalation of delays and non-compliance. • Able to lead the annual Code self-assessment and coordinate accurate,

	evidence-based annual submissions through agreed governance routes.
	Reporting insight and performance • Experience supporting accurate reporting for leadership, Committee, Board and MRC audiences. • Experience translating complaint themes, root causes and customer feedback into practical recommendations, working with service owners to assess the impact of improvements and share learning • Strong data literacy, working with insight specialists to test data quality, identify root causes and translate evidence into measurable improvement. • Confident challenging service owners and third parties, using complaints, CRM and reporting systems, Microsoft 365 and the Housing Ombudsman Service Portal.

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

Experience in social housing is preferred; public services or another regulated customer service environment may be considered.

Relevant professional development in complaint handling, customer experience, leadership, data analysis or service improvement.

Experience working in a national or Group structure and supporting Board-level assurance.

Experience using Ulysees, Opening Housing, and primarily Salesforce platforms.

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…

Budget Holder	Yes	Budget value up to £	£1.3M
Manages People	Yes	# of reports circa	c. 6 direct c. 36 indirect
Travel	Occasional	Driving Essential	No
DBS	None		


Brilliant people
we are one team, unique and valued
Accountable
Caring
Commercial
Energised
We have an eye for detail
We are intuitively collaborative
We have a win-win mentality
We get where our customers are in their lives
We unleash the potential of others
We have creative spark
We know how the world works and our place in it
We are great influencers
We are self-starters
We are organisers and drivers