

## ROLE DESCRIPTION: Customer Experience Improvement Lead

### Reports to:

Head of Customer Experience

### Responsible for:

- Devising and Leading Karbon's customer feedback learning approach, with key focus on implementing service improvements from complaint handling outcomes to reduce dissatisfaction and complaint volume
- Owning the business wide action plan of learning outcomes arising from complaint handling and customer satisfaction insight, coordinating with service leads to ensure activity is successfully delivered on time
- Coordinate and deliver engaging business wide learning activity, involving colleagues, key stakeholder and customers in identifying and agreeing on opportunities to improve Karbon's 'Overall Satisfaction' Customer KPI
- Regularly collating compelling evidence arising from complaints, satisfaction, performance and demographic information for service teams, to celebrate success and influence continuous improvement.

### Role purpose:

To be accountable for the effective design, development and implementation of the highest possible standard of customer insight led learning activity, resulting in effective service improvement across Karbon. Facilitating effective internal engagement to highlight learning and improvement opportunities, agreeing activity and owners for improvement tasks and managing these through to completion.

Provide leadership and management of working groups responsible for identifying and acting upon Customer Experience improvements to ensure Karbon can proactively and effectively respond to learning gathered from customer engagement.

Act as a positive member of the Directorate Management team, encouraging collaboration across disciplines and embedding a culture that delivers results and service excellence, and promotes the Karbon values and brand. Contributing to the future direction of the Customer Experience strategy and plans, with key focus given to Karbon's opportunity to learn and act upon customer feedback.

Develop key relationships with internal and external stakeholders across the customer experience field.

### Key responsibilities:

### Leadership:

1. Contribute to the future direction and success of the Directorate through the delivery of service learning and improvement activity as a member of the Directorate Leadership Team.
2. Provide effective leadership and management for people, creating an environment that enables working group and action owning colleagues to perform at their best.
3. Develop and maintain key external relationships with all relevant bodies, networking effectively within the Customer Experience arena, in support of the Group's Customer Experience strategy.
4. Act as a role model for the Group's values and culture, developing and embedding a coaching style of leadership that engages people in the delivery of group-wide and team objectives.
5. Embed structural and cultural business change and service improvement, through collaboration and development of service strategies and plans.

### Delivery:

6. Lead the development of Karbon's customer feedback learning approach, designing long term, effective colleague and stakeholder engagement, bringing customer voice to life and enabling continuous improvement in Karbon's Customer Experience.
7. Own and manage the agreed learning approach day-to-day, working to successfully embed the framework as a key enabler of success in Karbon's Customer Experience Strategy, cultivating a culture of proactive learning and action from feedback.
8. Design, coordinate, document and deliver agreed learning activities, directly leading key multi-disciplinary working groups and complaint review sessions. Working closely with key stakeholders, team members and service owners to agree roles they will play in leading or supporting activity to ensure the framework achieves credibility and productivity swiftly.
9. Through collaborative working and own analysis, identify trends, opportunities to celebrate success and customer experience improvements arising from complaint handling and customer satisfaction activity.
10. Conduct high level feasibility studies on opportunities to understand links with existing business wide activity, where our greatest influence on customer experience and ROI are, and effort required to execute. Including which initiatives could be acted on quickly or require longer term support. Also seeking to identify which could be directly owned, whilst others may be assigned to operational business leads or CX colleagues to deliver.
11. Where agreed, directly own specific improvement activity end-to-end, working at pace and across disciplines toward successful implementation.
12. Work collaboratively with other enabling teams to produce compelling insight targeted at specified stakeholders and groups, which explain our complaint handling, satisfaction, performance and demographic results relative to service or team; and encourage active discussion on opportunities for proactive service recovery as well as longer term improvements.
13. Actively review updates from the Housing Ombudsman Service and Regulatory of Social Housing, including spotlight reports, consumer standards updates, complaint learning insight and case studies and work with stakeholders to understand learning opportunities and any gaps that Karbon may need to act upon, incorporating tasks into existing learning action plans.
14. Manage progress of all agreed learning outcomes across the organisation, ensuring initiatives are relative to learning and delivered on time. Support and enable action owners to deliver service improvements against agreed timescales, whilst directly owning specific actions that naturally sit within the remit of the Customer Experience team.
15. Deliver reports and updates on learning insight, framework activity and action progress, presenting findings and proposals to key stakeholders – also seeking to agree on if, how and when delivered service improvements could be communicated to colleagues and customers.
16. With support from business experts, consider, scope and implement opportunities for colleague training relating to existing service delivery and new customer experience initiatives.
17. Work with the communications and marketing team to devise colleague and customer facing communications that explain our learning and improvement activity - improving awareness of successful initiatives, and our commitment to deliver excellent customer experience.

### Organisation wide:

18. Deliver financially viable and economically effective products and services, seeking to maximise resources and social value.
19. Ensure all systems and processes deliver operational excellence, driving continuous

improvement and innovation.

20. Ensure that services within the department fully comply with all organisational policy and procedures.
21. Ensure that risks within the directorate's activities are identified, removed or minimised.
22. Create a safe and healthy working environment, ensuring all systems of work, policies and procedures are fully and consistently applied.
23. Responsible with the Management team for the effective supervision and utilisation of Group assets.
24. Promoting the values of the Group at all times and demonstrating a high level of commitment to diversity and inclusion.
25. Ensure that Karbon homes complies with all legal, regulatory and health and safety requirements.

The Customer Experience Improvement Lead is part of the Customer Experience Team. As with all management positions there are also specific responsibilities and delegated powers in relation to financial and operational matters, regulatory compliance and information security. These are not all listed here and will change over time as the organisation continues to grow and develop.

## PERSON SPECIFICATION: Customer Experience Improvement Lead

### Experience and qualifications:

- a. A strong record of demonstrable achievement in leading end-to-end Customer Experience improvement projects, in an organisation of comparable size and complexity to Karbon Homes (E)
- b. Experience of delivering successful projects from initial concept to implementation, whilst navigating project governance frameworks (E)
- c. Experience of analysing multiple, complex datasets to produce compelling insight and reporting (E)
- d. Experience of instigating cross team collaboration and working as part of an effective team (E)
- e. Experience of successfully influencing and implementing service improvement activity that achieved tangible results (E)
- f. Experience of customer engagement in project delivery (E)
- g. Experience of achieving and retaining a customer focussed business accreditation (D)
- h. Experience of working in a customer service or housing environment (E)

### Knowledge:

- i. Knowledge of best practice and challenges facing the customer experience arena (E)
- j. Comprehensive working knowledge of Karbon services and systems or ability to learn quickly (E)
- k. Working knowledge of Karbon project management, methodology and innovation techniques or ability to learn quickly with existing project management knowledge (E).
- l. Knowledge of techniques and methods to engage multi-disciplinary groups effectively to elicit feedback, and agree priorities (E)
- m. Evidence of continuing professional development in the customer experience arena (D)
- n. Understanding of how to effectively utilise Customer segmentation data (D)

### Skills:

- o. Strong interpersonal skills, with ability to identify, engage and influence a range of stakeholders to work collaboratively to deliver change and deliver against the agreed criteria (E)
- p. Attention to detail, working on complex services and processes, able to identify connections for linkages and gaps and simplify complex problems, processes or projects into component parts (E)
- q. Excellent planning and organisation, to prioritise and multi-task projects (E)
- r. Ability to interpret, analyse and produce relevant data to support decisions (E)
- s. Ability to identify and manage risks and make sound judgements, whilst not being risk averse (E)
- t. High level of written and presentation skills (E)
- u. Ability to manage project budgets within tight controls (E)

### Attributes:

- v. Transparent and open, acting with integrity and able to build high levels of trust (E)
- w. Committed to diversity and inclusion (E)
- x. Champions innovation and encourages ideas (E)
- y. Resilient and able to work under pressure (E)
- z. Collaborative and inclusive (E)
- aa. Support the development of, and actively role model and champion the Karbon vision, values and purpose (E)