



## Job profile

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| <b>Job title:</b> Customer & Culture Manager                                                                | <b>Responsible to:</b> Director of Customer & Culture |
| <b>Salary Grade:</b> £60,564                                                                                | <b>Contracted Hours:</b> 37 Hours (Full Time)         |
| <b>Responsible for:</b> Customer Services, Independent Living, Complaints and Resident Engagement functions |                                                       |

### Purpose of the job:

To provide strong operational leadership across Customer Services, Independent Living, Complaints and Resident Engagement, ensuring services are high performing, compliant and deliver consistently positive outcomes and experiences for residents.

The postholder will lead delivery of organisational priorities, drive service improvement and ensure resident feedback, performance insight and regulatory requirements are translated into excellent day-to-day services.

### Key accountabilities:

As a member of the Management Team, the postholder will share collective responsibility for corporate leadership, collaborating with colleagues, services, partners and stakeholders to deliver SLH's business strategy objectives and priorities.

### Corporate responsibilities

- Model SLH values through visible, consistent leadership.
- Contribute to organisational decision making as a member of the Management Team, providing professional expertise, constructive challenge and operational insight.
- Ensure resident voice is reflected in service delivery and improvement activity.
- Champion equality, diversity and inclusion so services are accessible, fair and responsive to diverse customer needs.
- Take responsibility for health, safety and wellbeing in service areas.
- Ensure accurate, timely and secure use of data, particularly to support TSMs and service performance.
- Support strong governance, risk management and compliance with Consumer Standards and relevant legislation.
- Deliver value for money through effective resource management and service efficiency.

### Operational Leadership & Service Delivery

- Lead day-to-day delivery across Customer Services, Independent Living, Complaints and Engagement.
- Translate strategic priorities into clear service plans, objectives and measurable outcomes.
- Ensure services are well-organised, responsive and deliver a consistent, high-quality resident experience.
- Maintain clear accountability across teams, ensuring managers are supported and held to account for performance.

### Performance, Quality & Continuous Improvement

- Drive a strong performance culture, using KPIs, TSMs and insight from complaints and feedback to identify issues early, take corrective action and deliver continuous service improvement.
- Identify underperformance early and take corrective action.
- Ensure consistency, quality and compliance across all customer-facing activity.
- Lead service reviews and improvement initiatives to enhance efficiency and outcomes.

### Regulation, Compliance & Assurance

- Ensure operational compliance with Consumer Standards, TSM requirements and relevant legislation.
- Maintain strong oversight of risks, controls and service compliance.
- Provide clear, accurate performance and assurance reporting to the Director and senior leadership.
- Support preparation of reports for Committees and Board where required, focusing on operational performance and risks.

### People & Culture

- Act as a visible cultural leader, shaping a positive, inclusive and high-performing environment across services.
- Promote a culture of openness, learning and accountability, where feedback, challenge and continuous improvement are encouraged.
- Ensure learning from complaints, feedback and service performance is embedded into day-to-day practice.
- Create psychological safety so colleagues feel able to speak up, share ideas and take ownership of outcomes.
- Role-model compassionate, fair and consistent leadership, balancing support and accountability to deliver strong performance.

### Decision-Making & Authority

- Accountable for operational performance across Customer Services, Independent Living, Complaints and Engagement.
- Authority to make service delivery, staffing and performance decisions within delegated limits.
- Manage budgets for relevant service areas, ensuring value for money and effective use of resources.
- Escalate significant risks, issues or service failures to the Director promptly.

## Key Working Relationships

- Director of Customer & Culture.
- Service managers and team leaders.
- Wider SLH leadership team.
- Residents and customer groups.
- Local authority, health and community partners, Housing Ombudsman and regulatory bodies, as required.

## Leadership & Team Management

- Lead, coach and develop managers and team leaders, creating clear accountability for performance, culture and service delivery.
- Build high-performing teams through effective leadership, succession planning and talent development.
- Set clear objectives and expectations, providing support, challenge and direction to managers.
- Foster a culture of ownership, learning and continuous improvement across all services.
- Lead and support teams through change, ensuring services remain focused on residents and organisational priorities.

## Customer Experience, Complaints & Engagement

- Ensure residents receive accessible, timely and effective services across all contact channels.
- Oversee complaint handling performance, leading the annual Housing Ombudsman Complaint Handling Code Self-Assessment and Annual Complaints Performance and Service Improvement Report, ensuring compliance with regulatory requirements and embedding learning across services to improve customer outcomes.
- Oversee Housing Ombudsman Service submissions, ensuring organisational compliance and effective management of regulatory relationships.
- Oversee complaints handling, ensuring compliance with the Housing Ombudsman's Complaints Handling Code.
- Ensure complaints are managed effectively and that insight from complaints, feedback and performance data is translated into tangible, measurable service improvements.
- Lead the Resident Engagement Strategy, ensuring resident voice influences organisational priorities, business planning, service design and governance.
- Provide strategic oversight of all resident involvement activity, ensuring a consistent organisational approach to engagement, consultation, scrutiny and co-creation.
- Strengthen resident engagement so that feedback informs service design and delivery.
- Ensure resident influence is visible in service design and delivery.

## Independent Living / Older Persons Services

- Ensure Independent Living services are safe, compliant and support independence, wellbeing and quality of life for residents.
- Oversee scheme performance, safeguarding and wellbeing standards.
- Lead improvements in service delivery, ensuring consistency across schemes.
- Work with partners, including local authorities, health and community organisations, to enhance support for residents.
- Ensure services remain sustainable, responsive and aligned to demand.

## Person specification

| Criteria                                                                                                 | Essential / Desirable | Method of Assessment       |
|----------------------------------------------------------------------------------------------------------|-----------------------|----------------------------|
| <b>Qualifications</b>                                                                                    |                       |                            |
| Coaching/leadership qualification                                                                        | D                     | CV                         |
| Evidence of continuing professional development                                                          | E                     | CV / Interview             |
| Level 5 housing qualification (CIH)                                                                      | E                     | Application form           |
| <b>Experience and Knowledge</b>                                                                          |                       |                            |
| Extensive experience of Independent Living / older persons services                                      | E                     | CV / Interview             |
| Deep understanding of housing regulation, Consumer Standards and TSMs                                    | E                     | Interview / Selection Test |
| Experience of managing customer-facing housing or public services                                        | E                     | Interview / Selection Test |
| Experience working in a regulated or social housing environment                                          | D                     | Interview                  |
| Strong operational management experience across multi-service teams                                      | E                     | CV / Interview             |
| Experience of performance management, KPIs and service improvement                                       | E                     | CV / Interview             |
| Experience of complaints handling and learning frameworks                                                | E                     | CV / Interview             |
| <b>Skills and Attributes</b>                                                                             |                       |                            |
| Strong operational leadership and decision-making capability                                             | E                     | Interview                  |
| Report writing and presentation to Committees / Boards                                                   | E                     | Interview / Selection Test |
| Excellent communication, influence and stakeholder engagement skills                                     | E                     | Interview / Selection Test |
| Strong analytical capability (workforce, performance, CX/complaints data) using data to inform decisions | E                     | Interview                  |
| Coaching leadership and team development capability                                                      | E                     | Interview                  |
| Digital confidence and able to drive transformation                                                      | E                     | Interview                  |
| Able to balance competing priorities and manage complexity                                               | E                     | Interview / Selection Test |
| Confident in leading service improvement and change                                                      | E                     | Interview / Selection Test |
| Participation in emergency/out-of-hours support may be required in exceptional circumstances.            | E                     | CV / Interview             |
| A valid driving license and use of a vehicle                                                             | E                     | CV / Interview             |

| Values and Behaviours                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                |                                                                                                     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-----------------------------------------------------------------------------------------------------|
| Leads in a values-led way, consistently modelling SLH values and setting clear expectations for behaviour and culture. Takes ownership and acts with integrity, transparency and accountability, making balanced decisions in the best interests of residents and the organisation. Creates an inclusive and psychologically safe environment where colleagues feel able to contribute, challenge and grow. Demonstrates a strong commitment to resident-focused services, ensuring fairness, respect and dignity in all interactions. Is confident to lead through challenge and change, making clear, ethical decisions even when these are difficult. | E                              | Interview                                                                                           |
| Upholds the Nolan Principles of Public Life — Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership — and embeds these standards consistently in leadership, decision-making and behaviours.                                                                                                                                                                                                                                                                                                                                                                                                                            | E                              | Interview                                                                                           |
| An unwavering commitment to equality, diversity and inclusion, ensuring this is embedded in the work of SLH                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                |                                                                                                     |
| <p><b>Values – It's not just about what we do, we believe it's how we do it too...</b></p> <ul style="list-style-type: none"> <li>• Do the right thing</li> <li>• Show respect and kindness, always</li> <li>• Be honest and fair</li> <li>• Make it happen</li> <li>• All belong at SLH</li> </ul>                                                                                                                                                                                                                                                                                                                                                      | E                              | I                                                                                                   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | E – Essential<br>D – Desirable | AF – Application form/CV<br>I – Interview<br>ST – Skills test<br>ASS – Psychometric tool e.g., Wave |
| <p><b>Please note:</b> No job profile can cover every task which may arise within a role. The postholder will be expected to carry out other duties from time to time which are broadly consistent within this document.</p>                                                                                                                                                                                                                                                                                                                                                                                                                             |                                |                                                                                                     |
| <p><b>Role profile prepared by:</b> Director of Customer and Culture</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                |                                                                                                     |
| <p><b>Review date:</b> 25.05.26</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                |                                                                                                     |
| <p><b>Location:</b> Will be Bridge Mills Business Centre, Stramongate, Kendal LA9 4BD. South Lakes Housing operates a hybrid working policy.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                |                                                                                                     |