

CORNWALL  
HOUSING

[www.cornwallhousing.org.uk](http://www.cornwallhousing.org.uk)

# Head of Customer Experience

## Recruitment pack



A CORNWALL  
COUNCIL COMPANY



# Join us at Cornwall Housing

If you're looking for a quiet life in Cornwall, this isn't the place for you. But if you're after a challenge and a change, where you can really make a difference, then we've got a home for you at Cornwall Housing.

We're an organisation that is changing the way we deliver our services. Why? It's simple, because our residents are telling us they want us to improve our services and we've been listening.

Our customers sit at the heart of everything we do and we're looking for a Head of Customer Experience to help drive the change we want to see.

Can you...

## **Provide excellent customer services?**

When we talk about excellent customer service, it's more than just answering the phone. It's about getting things right first time, learning from situations when things don't always go to plan and co-creating services that are future proofed, not just fit for today. It's about who we are as an organisation and making excellent customer service part of us.

## **Shine a spotlight on the insight we're looking for?**

Our Resident Engagement Strategy is CHL's blueprint to ensure we are truly listening to what our customers are saying, from the information we can capture from the simplest of enquiries through to the partnership working with our most invested residents. We want someone to champion how this insight can be best used to shape our services, so we deliver the best we can because we know who is behind the front door.

## **Inspire impactful change to drive results?**

This role will drive the work of the Income and Lettings services – two key areas which follow a tried and tested process in housing, but which are fundamentally key to ensuring the business maximises the income it needs to provide the services we do. This role matters because performance matters, but so does how we achieve this by ensuring value for money, creating sustainable tenancies and supporting our residents when times are hard. It's a balance but one we want you to be successful with.

## **Think differently?**

We're changing and we need someone who thinks differently, someone who can not only bring their experience and proven track record and skillset, but someone who can work collectively and ensure we're connected to our residents and communities.

You need to be a natural leader, who inspires confidence. You'll really need to know your stuff when it comes to housing and are ready to empower your teams, and others within CHL, to deliver excellent customer services from what our residents are already telling us.

This is a chance to really be part of a changing service at Cornwall Housing. If you're an inspiring leader, ready to help shape the future of all things customer at Cornwall Housing, then our Head of Customer Experience role might just be for you.

**Hayley Austin,**  
Executive Director (Housing Operations)



# About us

Cornwall Housing is an ALMO. This means we manage and maintain approximately 10,200 homes, 400 leasehold properties, shops and land and neighbourhoods on behalf of Cornwall Council.

We're held to account by the Regulator of Social Housing and have our own board, with resident representation.

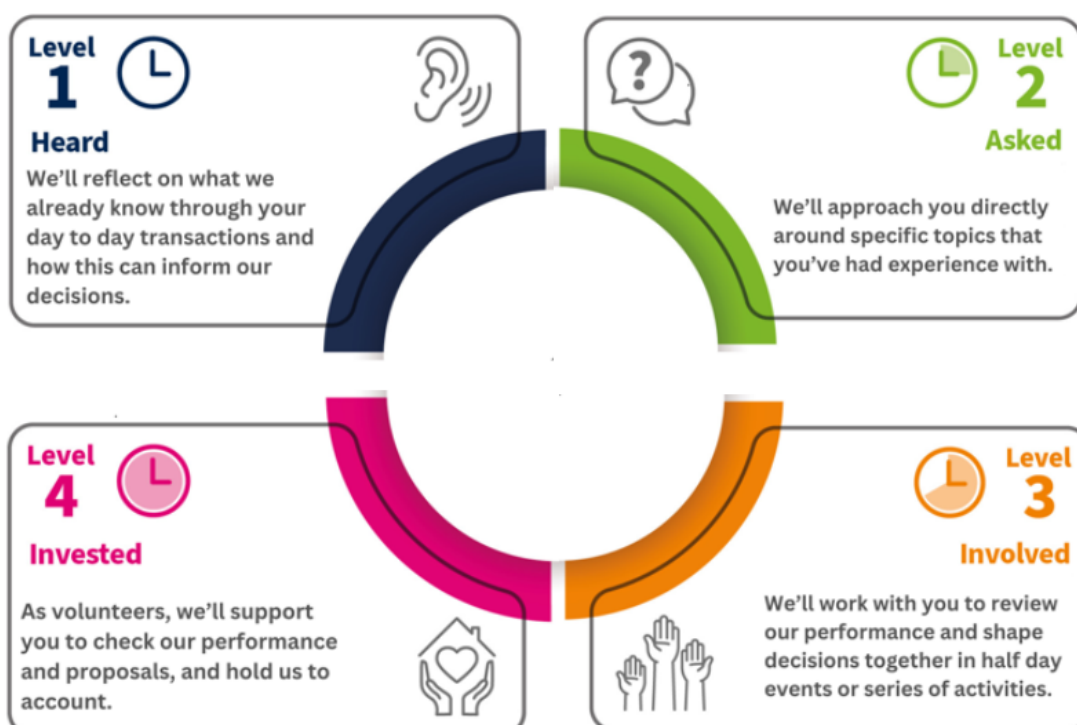
Any profits are re-invested into the Housing Revenue Account and used to improve social housing locally and we work closely with Cornwall Council and our residents to deliver key housing services across the region, ensuring we have safe homes in strong communities for one and all.



## Resident involvement at Cornwall Housing

At Cornwall Housing, we understand that experience brings knowledge and that our customers thoughts and ideas are a real key factor in ensuring they receive a service they deserve and making our organisation a success.

We have created 5 commitments as part of our new Resident Engagement Strategy and different levels of involvement where residents can make a real impact.



[Find out more about our commitments to resident involvement.](#)

# 2025/26 Priorities

## Our Homes



1. To complete all actions committed to within the lifting of the Regulatory Notice (EICR 5 years, FRA remedials, Stock Condition Information) and ensuring continued delivery of all Quality & Safety Standard requirements.
2. To have a clear operational and financial plan to improve the condition of the stock over the next 10 years, reflected in the HRA business plan
3. To effectively mobilise the new R&M and M&E contracts, leading to improved capacity, resilience and performance across all elements of maintenance work and start the work to bring forward permanent partnership arrangements

## Our Residents



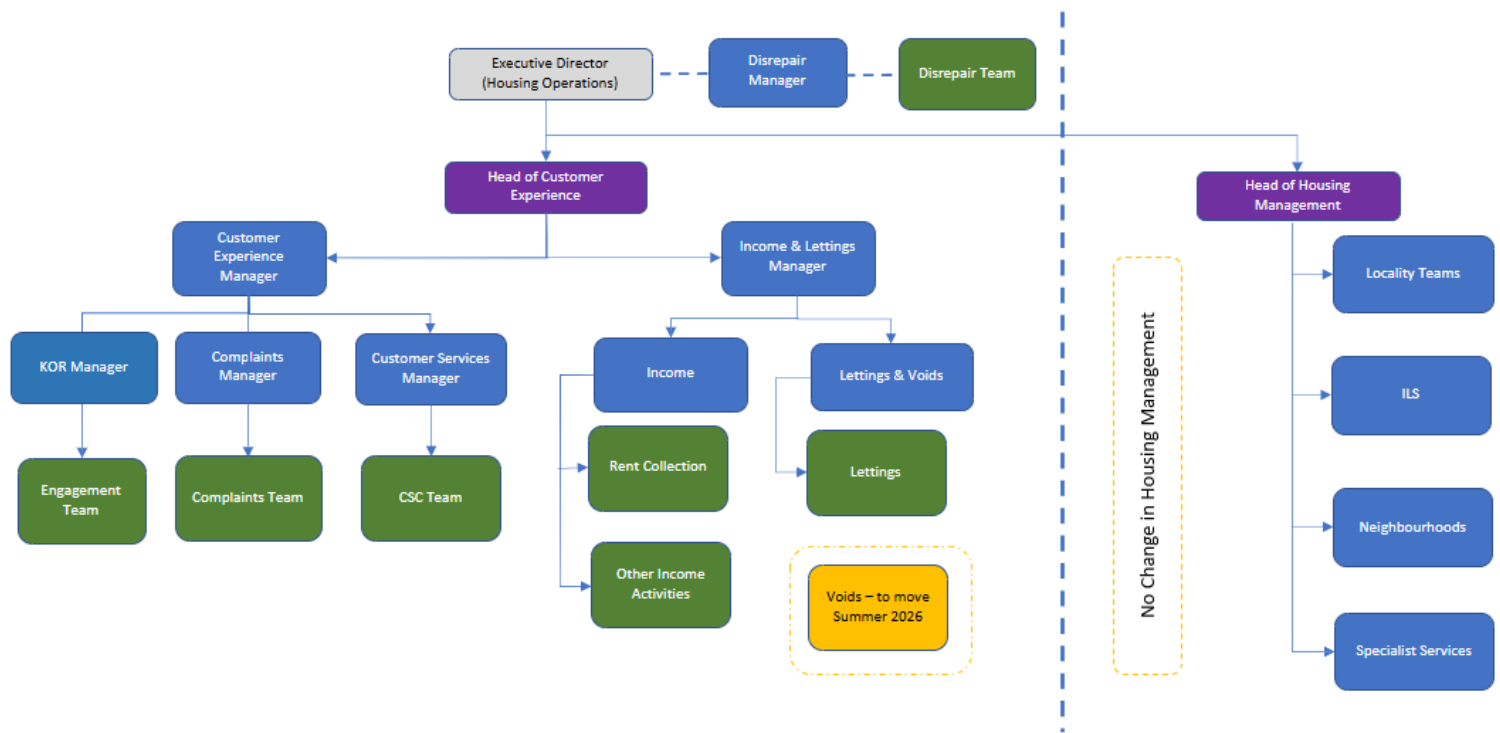
4. To continue to roll out the new resident engagement approach, drawing “insights” from each Level and across all areas of the business to demonstrably show service change via resident input, ensuring that CHL continues to grow the number and value of insights gained and used
5. To develop and agree a set of Customer Standards with local residents appropriate to delivery within Cornwall and begin the work to better “Know Our Residents”, identifying gaps and working to develop solutions
6. To roll out new ways of working across both general needs and housing for older people, developing individual approaches for residents who need more interventions to sustain their tenancy, and increasing our visibility and presence across communities, providing local solutions in line with local expectations
7. To better understand the need we are working to meet and how CHL can support a pathway to housing and bring forward options for building resident capacity to respond to financial and other challenges

## Our Organisation

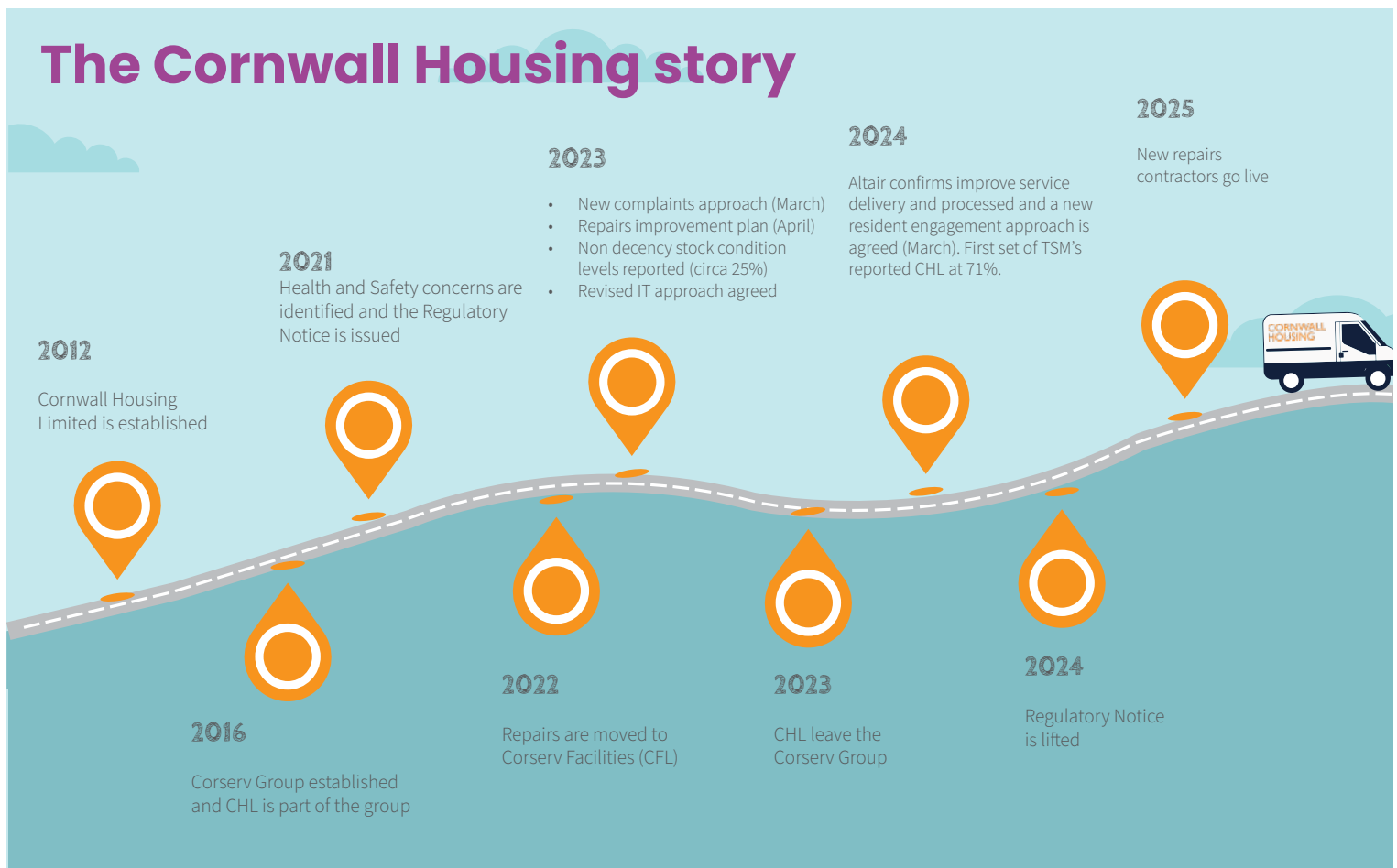


8. To deliver a measurable change in organisational culture, expressed via employee wellbeing, behaviours, working practices and a consistent and fair reward offer for all employees.
9. To deliver the next stage of the Digital Change Roadmap, improving core systems and integrating them with those of new partners. To develop CHL’s document and record management approaches leading to improved key data and work flows, ensuring enhanced communication with residents and data integrity across CHL systems
10. To develop the target financial operating model and use this to shape decisions around investment and disinvestment as well as shaping wider strategic discussions
11. To ensure that the organisation is well prepared for the new RSH inspection regime and that staff, contractors, council colleagues and the CHL Board are aware of what may be expected of them.

# Housing Operations – Structure



## The Cornwall Housing story



## Role profile

<b>Role Title</b>	Head of Customer Experience
<b>Team</b>	Housing Operations
<b>Report to (role title)</b>	Executive Director (Housing Operations)
<b>Version</b>	1.0
<b>Job Code</b>	H500040
<b>Job Category</b>	Hybrid/Office - external

If you would like this information in another format, please contact:

- Email: [info@cornwallhousing.org.uk](mailto:info@cornwallhousing.org.uk),
- Telephone: 0300 1234 161
- By letter, to: **Cornwall Housing, Chy Trevail, Beacon Technology Park, Bodmin PL31 2FR**

Financial	Direct financial accountability: c.£3m Indirect financial accountability: c. £55m
People Management	Number of direct reports: 2 Number of indirect reports: c.50
Working Conditions	<input checked="" type="checkbox"/> No unusual hazards (less than 20% of the time) <input checked="" type="checkbox"/> Minimum precautions required (more than 20% of the time) <input type="checkbox"/> Some precautions required (more than 50% of the time) <input type="checkbox"/> Precautions required (more than 75% of the time)
Physical Activity	<input checked="" type="checkbox"/> Minimal <input type="checkbox"/> Light <input type="checkbox"/> Moderate <input type="checkbox"/> Heavy
Work Demands (tick all that apply)	<input checked="" type="checkbox"/> Work to deadlines <input checked="" type="checkbox"/> Frequently changing <input checked="" type="checkbox"/> Managing conflicting priorities <input type="checkbox"/> Not normally interrupted or subject to change
Work Context	<input checked="" type="checkbox"/> No/minimal risk to personal safety <input type="checkbox"/> Potential risk to personal safety <input type="checkbox"/> Moderate risk to personal safety <input type="checkbox"/> Substantial risk to personal safety

**Role Purpose**

Our customers sit at the heart of everything we do.

Our Head of Customer Experience will work alongside the Executive Director of Housing Operations, SLT colleagues and the Wider Leadership Team to ensure the delivery of fantastic services to our customers and contribute to the wider strategic direction of Cornwall Housing (CHL), focussing on our key priorities.

This role will:

- promote inspiring and collaborative leadership,
- be accountable for the management of the Customer Experience teams to ensure CHL objectives and external targets are achieved or exceeded, whilst developing and implementing a culture of customer excellence and exceptional performance.
- through personal example, ensure that CHL's Values, Behaviours and Customer Service Standards are upheld and demonstrate a positive customer first approach in all dealings with customers, colleagues and stakeholders.
- improve CHL's ability to know who its customers are, so the business is able to consider the current and emerging needs of customers with services that are flexible and future proofed to meet expectations and aspirations,
- play a key role in co-creating, delivering and embedding a range of business improvements that will mean every customer has a great experience every time they deal with CHL and that colleagues have the tools to do their job effectively and efficiently.
- care about where they work and carry out activities to the highest standards of integrity and professionalism in accordance with the Company's policies and procedures, and with the Social Housing Regulator's standards and best practice.

**About the role*****Organisational Context:***

- Sits within the Housing Operations Directorate with responsibility for leading, managing and delivering services through our Resident Insight & Engagement, Complaints, Customer Services, Income and Lettings teams.
- Ensure the alignment of these services to the strategic direction of the Company.
- Work flexibly to provide senior leadership across Housing Operations services as required, with direct line management of operational service managers, cascading to a total team of c50 colleagues.
- Lead and manage the delivery of services to ensure optimal and efficient use of resources and that all relevant professional, legislative and policy standards are met in our drive to achieving a positive consumer standards outcome.
- Lead our approach on customer service standards, knowing who our residents are and responding to and learning from complaints, whilst at the same time being results focused by safeguarding the income due to Cornwall Council through the effective delivery of core lettings and income collection services.



***Customer Experience Services:***

- Lead on developing the services provided by the Customer Service Centre, working with colleagues across CHL and other external partners, to minimise friction in service delivery, drive efficiency and improve outcomes for customers.
- Ensure the voice of the customer is sought and heard, and is at the heart of the business, using customer feedback and insight to shape and improve services, respond to current needs and anticipate future aspirations.
- Lead the development and delivery of our resident engagement strategy, resulting in demonstrable service change and positive outcomes right across our business.
- Maintain an effective complaints and enquiries service to deal timely and effectively with all such enquiries as they enter the Company, driving improvements in our “at first point of contact” responses and complaint resolutions.
- Develop our use of resident engagement feedback and data-led customer insight to enable CHL to maintain a “single source of the truth” so we can use this knowledge to better adapt processes and services to meet a diverse range of needs.

***Income & Lettings Services:***

- Maximise CHL income collection performance through the delivery of a proactive and leading-edge service to customers in all areas of income recovery – rents, service charges, former tenant arrears, sundry debts and major works bills.
- Drive the delivery of our income management service by developing high performing and highly motivated teams within a changing and challenging environment.
- Ensure effective recovery of monies owed through enforcement but only as a last resort by developing a service where the focus is on prevention and early intervention, with processes that are supportive, fair, transparent and reflect the needs of different types of tenures, with the aim to sustain tenancies
- Proactive leadership and management of the lettings function, ensuring efficient allocation of properties, compliance with regulatory requirements, and delivery of excellent customer service to minimise voids, reduce relet times and support sustainable tenancies.
- Work within CHL strategic partnering framework to ensure contractors are working to reduce void times and increase tenant satisfaction.
- Lead on the lettings process to deliver a positive experience for customers and whilst also ensuring CHL supports Cornwall Council to meet its strategic objective of addressing housing need.

***Leadership & Management context:***

- Lead, develop, co-ordinate and support company performance management processes, to ensure robust information is available, analysed and utilised to assist in performance improvement in the achievement of CHL objectives
- Provide subject matter expertise across services and assurance that operational risks are identified, managed and escalated where appropriate.
- Contribute significantly to the development of strategies and plans for the wider company
- Liaise, influence and negotiate with other agencies or parties at senior management level to develop Service Level Agreements and other working arrangements
- Prepare and present reports for a wide range of audiences including the CHL Executive Leadership Teams, the CHL Board and Committees, external partners, customers and other stakeholders to inform and influence key decisions.



- Prepare, manage and control budgets whilst demonstrating commercial acumen and ability to manage financial viability and control.
- Formulate policies and procedures within direct areas of responsibility, whilst being aware of developments in service delivery having regard to Government and Sector initiatives

***Health & Safety and Supporting Equality & Diversity:***

- Model, promote and lead the delivery of CHLs Equality and Diversity policies
- Ensure teams are working in line with CHL safe working practices and policies

Promote and represent CHL with stakeholders and partners to promote CHL's priorities and championing the business at all times.

The key responsibilities and duties of the role are neither exclusive nor exhaustive. All CHL staff are expected to operate flexibly to support delivery of services and from time to time will be required to undertake responsibilities outside the normal remit of role description as required by the line manager, which are broadly commensurate with the job level and scope of competence.

## Safeguarding

Cornwall Housing is committed to safeguarding and promoting the welfare of vulnerable adults and children. Safe recruitment of staff is central to this commitment, and Cornwall Housing will ensure that its recruitment policies and practices are robust, and that selection procedures provide that level of safeguarding assurance.

## Competencies and other requirements

*We use the following criteria below to assess your suitability for the role; please refer to the recruitment & selection column to establish at which stage the criteria are assessed. Requirements assessed at the 'Application' stage represent the minimum essential requirement for shortlisting purposes*

Behaviours	Recruitment and selection
<p><b>Collaboration</b></p> <p>You understand and focus on customer satisfaction and work well with colleagues and partners.</p> <p><b>Honest</b></p> <p>You take responsibility for your work, your environment and your development.</p> <p><b>Learning</b></p> <p>You apply expertise, solve problems and make improvements to deliver the best possible customer outcomes.</p>	<p>Application Form and Interview</p>

<b>Qualifications and Experience</b>	<b>Recruitment and selection</b>
CiH level 4, degree or equivalent, and/or extensive experience in business financial management and performance development.	Application Form
Successful and consistent achievement in senior leadership position – preferably at Head or Assistant Head level.	Application Form Interview
Demonstrates the skill/knowledge base to develop and implement projects, utilising and leading multi-skilled project teams	Application Form Interview
Confident strategic thinker, with the ability to operate confidently at a senior level, with clients and stakeholders and give expert advice and constructive challenge to influence operational and strategic decision making.	Application Form Interview
Ability to develop and deliver effective customer focussed strategies using traditional and new channels.	Application Form Interview
Strong analytical skills, with the ability to assess risk and quickly distil large amounts of information from a variety of sources into sound recommendations, and communicate complex issues clearly to a broad range of stakeholders	Application Form Interview
Displays empathy and patience when dealing with customers. Has detailed knowledge of tools and techniques for dealing with challenging behaviours.	Application Form Interview
Builds balanced, cohesive and committed teams that achieve their goals. Demonstrates an ability to motivate, support, develop and coach others (team or individuals) both managed and supported providing sound and professional advice, guidance and direction.	Interview
Established networker within the industry sector.	Application Form

<b>Other requirements</b>	<b>Recruitment and selection</b>
The duties of the role will be carried out in line with the CHL Flexible Working model – Balance. It is a condition of employment that the role holder can attend the office as required to attend face to face meetings in order to fulfil the obligations of the role.	Application Form
The duties of the role involve travel on a regular basis. It is a condition of employment that the role holder can exercise satisfactory travel mobility in order to fulfil the obligations of the role. For those journeys where an alternative form of transport is unavailable or impracticable the role holder will be required to provide a suitable vehicle.	Application Form
This post is subject to overtime (where approved/appropriate)	No
This post is subject to a criminal records disclosure check	Yes - Basic



# Why knowing our residents matters



## Know your residents: Using data to drive service improvement

OCTOBER 2025

Teagan Robinson-Bell



The RSH introduced stronger consumer standards in 2024 which strengthens the focus on resident voice, equality and safety.

This shift means we must ensure we truly understand who our residents are and...

Move from the 'tick box exercise' - we really need to know and evidence who are residents are.

Meet diverse needs - it's fundamental to delivering equitable, quality services.

Use data to adapt services - collecting the data is only the first step, we must use that insight to shape business intelligence and our services.

Get buy in - knowing our residents isn't just one person's responsibility, it requires buy-in across all levels of CHL.

Build trust - residents are at the heart of this process, we must be clear and transparent as to what 'knowing them' means and how this affects what we do and deliver.



## **Timeline**

Closing date: Midday on 19 January  
Stage one interviews: 27–28 January  
Stage two interviews: 3–4 February

## **How to apply**

Visit [www.cornwallhousing.org.uk/jobs](http://www.cornwallhousing.org.uk/jobs) or for an informal chat about the role contact [hayley.austin@cornwallhousing.org.uk](mailto:hayley.austin@cornwallhousing.org.uk)

**To find out more about Cornwall Housing visit:  
[www.cornwallhousing.org.uk](http://www.cornwallhousing.org.uk)**