

Interim Assistant Director of Complaints



> Customer Services > Customer Experience

What's it all about

Reporting to the Customer Experience Director and working closely with the Assistant Director of Insight and Experience, you will provide strategic and operational leadership for complaints management, regulatory compliance, service recovery and organisational learning from complaints.

You will be accountable for the complaints service and associated assurance and improvement functions, leading the delivery of NHG's complaints transformation agenda and the complaints elements of the Regulatory Compliance Plan. Working through the Head of Complaints and wider teams, you will ensure complaint insight, resident feedback, Housing Ombudsman learning and root cause analysis are translated into sustainable service improvements across NHG.

A key focus of the role is to stabilise and improve complaints performance, ensuring residents receive a fair, timely and customer-focused service while strengthening compliance with the Housing Ombudsman Complaint Handling Code and wider regulatory expectations. You will build a culture where complaints are used as a strategic source of insight, helping improve resident outcomes, increase trust and prevent recurring issues.

As the senior lead for complaints governance and assurance, you will work with senior leaders, regulators and the Housing Ombudsman Service to strengthen organisational accountability, improve performance and embed sustainable ways of working that support long-term service excellence.

How you'll make a difference

Success in this role will be demonstrated through achieving measurable improvements in complaints performance, regulatory compliance and customer outcomes.

You will provide visible leadership during a period of significant improvement, creating clarity, pace and accountability across complaints services. By

strengthening governance, performance management and cross-organisational collaboration, you will ensure complaint insight drives meaningful service improvements, reduces organisational risk and improves the experience of residents.

You will leave a lasting legacy by embedding sustainable processes, capability and a culture of continuous learning that enables NHG to consistently deliver high-quality complaint handling and service recovery.

How you'll do it

- Provide strategic leadership and accountability for complaints management, service recovery, complaint improvement activity and associated assurance functions.
- Lead the stabilisation and improvement of complaints performance, ensuring compliance with the Housing Ombudsman Complaint Handling Code and other regulatory requirements.
- Deliver the Complaints Improvement Programme and associated improvement plans, ensuring agreed outcomes and benefits are achieved and embedded.
- Lead the implementation and ongoing development of NHG's Learning from Complaints Framework, ensuring complaint insight, customer feedback, Ombudsman determinations and root cause analysis drive measurable service improvements.
- Oversee root cause analysis activity, ensuring systemic issues, recurring themes and customer detriment are identified, escalated and addressed.
- Review and improve complaints processes, operating models and governance arrangements to create a more efficient, resident-focused service.
- Establish effective performance management and quality assurance frameworks, driving accountability, consistency and high standards.
- Lead cultural and capability improvements across the service, promoting ownership, learning and customer focus at all levels.

- Build leadership capability within the team, supporting development, succession planning and long-term sustainability.
- Work closely with directors and operational leaders to embed learning from complaints and improve organisational performance.
- Act as NHG's senior relationship lead with the Housing Ombudsman Service and other relevant regulatory stakeholders.
- Ensure residents play a meaningful role in scrutinising complaints performance and service improvement activity.
- Lead the production of key complaints assurance reporting, including the Annual Complaints Performance and Service Improvement Report, Complaint Handling Code Self-Assessment and Board reporting.
- Provide regular reporting and advice to the Executive Team, Board and governance forums on performance, risks and improvement activity.

All about you

Living our values

Our purpose is to create a fairer London where everyone has a place to call home, and our mission is to listen to our residents and provide homes and services that enable them to thrive. Our values are at the heart of everything we do and guide how we work, collaborate and make decisions every day. By bringing them to life, you'll help us deliver our mission and make a positive difference for residents, communities and colleagues

Our values are:

- **We succeed together**
- **We keep our word**
- **We do better every day**

To learn more about our Values Framework, including what each value looks like in action, please refer to our full **Values Framework document**.

This is a people manager role. Please [refer to our people manager standards](#).

Essential knowledge, experience and skills, qualifications and professional memberships including regulatory requirements

- Chartered Institute of Housing (CIH) Level 5 qualification in Housing, Housing Management or equivalent, or evidence of working towards a similar qualification.
- Significant senior leadership experience leading complaints, customer experience, service recovery or regulatory improvement functions within a complex organisation.
- Experience of working with regulatory bodies, Ombudsman services or equivalent assurance functions.
- Proven experience leading large-scale service transformation and improvement programmes.
- Demonstrable track record of stabilising operational performance and delivering measurable service improvement.
- Strong understanding of complaints management frameworks, the Housing Ombudsman Complaint Handling Code and wider social housing regulatory requirements.
- Experience designing and implementing performance management, assurance and governance frameworks.
- Strong analytical skills with the ability to translate insight, customer feedback and root cause analysis into service improvements.
- Excellent stakeholder management and influencing skills, with experience working with Executive Teams, Boards, regulators and external partners.
- Outstanding communication and leadership skills, with the ability to engage, motivate and lead teams through change.