

**KEY INFORMATION****Role:** CCC Manager**Reports to:** Customer Experience & Community Manager**Grade:** 4**PURPOSE**

To lead, coach and develop a high-performing Contact Centre team, delivering exceptional and inclusive customer experiences across all service channels, including telephone, live chat, secure messaging, post and complaint handling.

The role is accountable for day-to-day team performance, balancing customer experience, service delivery, business growth, productivity, quality and risk, while ensuring customer demand is managed effectively and colleagues have the capability and support to deliver consistently strong outcomes.

CRITICAL SUCCESS FACTORS

Achievement of agreed service levels, with effective management of customer demand and abandonment rates.

Effective management of AHT, productivity and schedule adherence without compromising quality or customer outcomes.

Strong and improving CSAT, service quality and overall customer experience.

Delivery of agreed business growth and customer relationship objectives.

Consistently high standards across calls, live chat, secure messaging, post and complaints.

Effective identification and support of vulnerable customers, delivering fair and appropriate outcomes.

Strong risk, compliance and control performance, with errors and emerging risks identified and addressed promptly.

Complaints managed effectively and within required timescales, with learning used to prevent recurrence.

High-performing, engaged and competent colleagues with clear coaching and development plans.

Continuous improvement across service, productivity, growth, quality, risk and customer experience.

BEHAVIOURS

Members First – puts members at the heart of decisions and ensures individual needs, including vulnerability, are understood and appropriately supported.

Exceed Expectations – strives for exceptional service, quality and customer outcomes across every channel.

Make It Happen – takes ownership of performance and acts quickly to address service, people or operational challenges.

Better Together – creates a supportive environment where colleagues collaborate, learn and succeed together.

Embrace Improvement – uses MI, customer feedback, complaints and quality insight to continually improve performance and ways of working.

Respect Always – leads with integrity, fairness and professionalism, treating colleagues and customers with respect.

Main Duties Within Role

- Provide effective day-to-day leadership and accountability for the Contact Centre team, creating a high-performing, engaged and customer-focused culture.
- Lead colleague Training & Competency (T&C) requirements through observations, call evaluations, coaching, mentoring and ongoing competency assessment.
- Manage performance against agreed Contact Centre KPIs, including service level, Average Handling Time (AHT), abandonment rate, schedule adherence, productivity, quality, CSAT and other agreed customer and operational measures.
- Actively manage real-time operational performance, monitoring customer demand, call and messaging queues, colleague availability and workloads, taking timely action to maintain service standards.
- Ensure consistently high-quality service across telephone, live chat, secure messaging, post and complaint handling, balancing efficiency with positive customer outcomes.
- Drive business growth, coaching colleagues to identify customer needs, have meaningful conversations, recognise appropriate opportunities and build deeper and longer-term customer relationships.
- Champion exceptional customer experience, using CSAT, customer feedback, complaints, quality results and other insight to identify trends and improve the customer journey.
- Ensure vulnerable customers are appropriately identified, understood and supported, coaching colleagues to recognise vulnerability and make appropriate adjustments to achieve fair customer outcomes.
- Coach and develop colleagues to improve quality, confidence, productivity, knowledge, customer conversations and overall performance, providing timely and constructive feedback.
- Manage individual colleague performance and schedule adherence, recognising strong performance and taking appropriate action where agreed standards or expectations are not achieved.
- Maintain effective oversight of complaint handling, ensuring complaints are appropriately owned, progressed and resolved within required regulatory and internal timescales, with learning identified and embedded.
- Maintain strong risk, compliance and operational controls, ensuring colleagues follow policies and procedures and that errors, incidents, conduct concerns or emerging risks are identified, addressed and escalated appropriately.
- Analyse team MI and performance trends across service, growth, productivity, customer experience, quality and risk, identifying performance gaps, root causes, development needs and improvement opportunities.
- Build colleague capability through effective talent development and succession planning, creating a pipeline of skilled, confident and knowledgeable colleagues.
- Work collaboratively with Customer Experience Managers, Business Support, Risk Support and other teams to deliver Contact Centre and Society priorities, undertaking any other duties and responsibilities that reasonably fall within the scope of the role.
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Qualifications & Accreditations

- Relevant leadership, management, customer service or financial services qualification desirable, or equivalent practical experience.
- Experience of leading, coaching and managing performance within a Contact Centre or customer-facing operational environment.
- Good understanding of Contact Centre operational measures, including service levels, AHT, abandonment rate, schedule adherence, productivity, quality and CSAT.
- Good understanding of relevant financial services regulatory requirements, complaint handling, customer vulnerability and fair customer outcomes.
- Maintain all required T&C, regulatory and internal competencies applicable to the role.
- Good interpersonal and people leadership skills, with the ability to engage hearts and minds, build trust, inspire colleagues and foster a high-performing, customer-focused team culture.

Skills

- Strong leadership, coaching, mentoring and performance management capability.
- Strong understanding of Contact Centre operations and real-time performance management.
- Ability to interpret and act upon MI covering service levels, AHT, abandonment, schedule adherence, productivity, CSAT, quality, risk and business growth.
- Ability to balance customer experience, operational efficiency, risk and commercial performance when making decisions.
- Strong understanding of multi-channel customer service, including calls, live chat, secure messaging, post and complaint handling.
- Strong understanding of customer vulnerability, complaints, operational risk, controls and regulatory responsibilities.
- Strong commercial awareness and ability to coach colleagues to identify appropriate business growth and customer relationship opportunities.
- Ability to identify performance trends and root causes and translate them into clear actions and coaching interventions.
- Strong communication, influencing, decision-making and problem-solving skills.
- Ability to remain organised, responsive and decisive within a fast-paced, demand-led operational environment.

Job Holder Signature