

	<h1>Role Profile</h1> <h2>December 2019</h2>
Job Title:	Estate Services Manager
Reports into:	Repairs & Maintenance Manager
Direct Reports:	Team of circa 20 2 direct reports: Senior Estate Services Officer and Caretaking Supervisor
Department/ Location:	Property Services/Stockwell
Disclosure Level:	Enhanced
Role Purpose:	<p>To maintain and upkeep the estate and common parts, ensuring the estate service standards are met or exceeded. To manage and lead the estates team including caretakers on a day to day basis, ensuring the team always achieves statutory and procedural compliance.</p> <p>Take overall responsibility for the effective contract management of all out-sourced contracts, ensuring value for money and contract compliance.</p> <p>To be responsible for service development and improvement for the department including drafting, reviewing and redesigning strategies and procedures in line with best practice and legislative changes, culminating in great customer service and satisfaction</p>
Key accountabilities	
Main responsibilities <ul style="list-style-type: none"> • Operationally responsible for ensuring estate cleaning, grounds maintenance, bulk rubbish removal is carried out to a high standard. • Ensure estate is secure and safe. • Operational responsible for wayfinding and estate and building signage. • Ensuring Health & Safety Compliance is adhered to for all residential blocks and estate wide. • Ensure Fire Safety standards are adhered to and compliance is met. • Manage CCTV & Concierge contract. • Contract Management of out-sourced services. • Maintenance of play areas and common spaces. • Ensure block and communal repairs are completed to the agreed standards, within timescales and within budget. • Management of garage and estate parking. • Oversee handling of complaints for the area of responsibility. • Ensure estate and block inspections are completed accurately and promptly, with all resulting actions followed through to completion. • Oversee accurate utility meter management (outsourced). • Manage door entry & access control systems to ensure estate security. • Estate and block lighting to be managed and monitored. • Responsible for community space facilities management. • Ensure estate roads and footpaths are maintained to a good safe standard. • Ensure newly built properties are handed over to SW9 to the right standard and with all 	

relevant information.

- Utility meter management (outsourced).
- Overall responsibility for the procurement and management of vehicles, plant and machinery for the Estate Services department.

Management

- Meet and exceed personal and organisational performance targets, objectives and service levels. Work towards supporting SW9's corporate and performance standards, including its vision and values.
- To motivate and develop team members and plan the team's workload, maintaining the highest levels of performance and tackling capability, disciplinary and wellbeing issues in line with policy and undertaking yearly appraisals and regular one to ones.
- Record and report on the performance of contractors including logging of service failures and issuing rectification notifications.
- Analyse performance data identifying service gaps and provide accurate contractor performance information as required.
- Direct management of caretaking; grounds maintenance; tree maintenance, refuse contractors; estate cleaning, playground inspections and all other estate services contracts to ensure quality standards are maintained in accordance with contract specifications.
- Management of any in-house service provision that relates to estate services.
- Manage and develop a high performing team by effectively undertaking one to ones, performance appraisals, personal development plans, team meetings, sickness reviews and other management activities as required, on a timely basis.
- Ensure that training and development needs are identified within the teams, to assist in the provision and arrangement of training and monitor its effectiveness.
- Ensure the provision of performance indicator information and other statistical data in respect of the teams' activities as required for senior management information, service delivery, and performance purposes to a range of different audiences, including external agencies.
- Ensure that all duties and activities are undertaken within the standards, processes and procedures set by SW9, Network Homes and statutory regulators.

Finance Management

- Demonstrate value for money in all areas of responsibility and as requested by the Repairs & Maintenance Manager.
- Manage delegated budgets ensuring all expenditure is within agreed limits ensuring that the organisation receives value for money from all expenditure and that this expenditure is within delegated authorities and properly authorised.
- Assist the Repairs & Maintenance Manager with annual budget setting for the department.
- Remain within an annually set budget and with ongoing financial performance improvement, maximising resources.
- Work with colleagues within SW9 to ensure the maximisation and recovery of costs from leaseholders for services reasonably provided to them.

Complaints Management

- Ensure that the team responds clearly to complaints and member enquiries within time and quality targets, learning from service failures and monitor the quality of staff correspondence and feedback.
- Use learning from customer feedback including complaints, to increase customer satisfaction. Identify areas for improvement and manage the implementation and review of planned changes.

Contract Management

- Through high quality contract management and programmed estate inspections ensure estate and environmental services comply with the agreed standard as set out in the service contracts. Manage contractor poor performance through to improvement and resolution. Involve customers in the design and monitoring of services.
- To take overall responsibility for contract management and SLA compliancy for services delivered on behalf of SW9 by external providers, ensuring high quality, environmental and ground maintenance to SW9 residents that meet all standards and performance targets.
- Support the Repairs & Maintenance Manager in reviewing the services provided by external contractors to establish they represent VFM.
- Prepare and present performance reports for the Estate Services department.

Health & Safety

- Ensure all health and safety policies, regulations and procedures are always communicated to staff and complied with. With particular compliance with COSHH regulations, working at heights, fire safety and ensuring training needs are met.
- Ensure risk assessments are carried out as required so that risks are minimised and ensure compliance of Health and Safety regulations.
- Ensure all communal and common parts are always compliant with Health & Safety legislation.
- Ensure lone working policies are implemented, ensuring staff work in compliance with the policy and are issued with correct PPE as necessary.
- Maintain accident/incident records; carry out investigations into any accidents/incidents.

General

- Carry out such other duties as may be required of you, commensurate with the role and level of responsibility, as directed by management.
- Work collaboratively with colleagues to deliver a joined-up service, developing mechanisms to drive service improvement.
- Keep up to date with key legislative changes and sector good practice and embed these into the departments' service delivery.
- To participate as required in the SW9 Emergency Plan which may involve duties outside the postholder's normal job description and contracted hours. In the event that an incident has occurred which disrupts the organisation's ability to deliver its critical functions, the post holder will be expected to participate in the recovery stage which may include undertaking duties with the post holder's competencies in other departments and/or at other locations
- Ensure services are designed and delivered to meet the needs of the diverse community within which we work.
- Work within the parameters of the organisation's strategy, objectives and policies.
- Work to ensure that both personal and organisation risks are minimised.
- Undertake any other duties and projects of a similar nature and at this level within SW9 as required by the Repairs & Maintenance Manager.
- To be available to participate in an 'out of hours' on call Rota as and when required or directed by a member of the senior leadership team.
- Inspire, lead and be a role model, consistently demonstrating the SW9 culture and values.
- To attend evening meetings and other community events as required.

Standard Responsibilities

Adopt and comply with SW9 values, policies and procedures, and regulatory frameworks including:

- Code of Conduct
- Health and Safety
- GDPR, privacy and use of IT resources
- Regulatory standards and probity
- Risks and internal controls framework
- Human Resources policies and procedures
- Equality and diversity

Undertake other duties and responsibilities of a similar nature which reflect the level of those described above that may be required. The post holder may be required to undertake duties at this level elsewhere within in the service.

Contacts - External/Internal

- Estate Services colleagues
- Residents and resident representatives
- Contractors and consultants
- Senior Managers and staff within SW9
- Network Homes Asset Management Team
- Board Members and Committees
- Councillors

Person Specification**Education**

- Educated to degree level or relevant experience. (E)
- Certificate in IOSH or NEBOSH. (E)

Knowledge and skills

- Technical knowledge sufficient to manage a large and complex estate facilities management brief across a range of different stock types. (E)
- Contract Management and compliance knowledge. (E)
- A clear understanding of Health & Safety legislation. (E)
- Excellent verbal communication skills and the ability to adapt this approach for different audiences. (E)
- Excellent written communication skills. (E)
- Excellent listening skills to understand a range of complex issues. (E)
- Excellent customer focus and a genuine desire to achieve excellence in all areas of responsibility. (E)
- Commitment to equality and diversity. (E)

Experience

- Bringing out-sourced services in-house (E)
- Managing in-house Direct Labour teams (E)
- Experience of managing multi tenure buildings (D)
- Experience of budget setting and monitoring (E)
- A track record of developing staff to achieve targets and objectives (E)
- Proven track record in service improvement, managing and delivering change (E)

Competencies

We want to make SW9 CH a great place to work and a great organisation that really delivers for its customers. Our HART behaviours are designed to guide how we work, every day. Everyone within the organisation is expected to demonstrate the four HART behaviours:-

Hungry – I am ambitious to succeed

- Optimistic: I am can-do and focussed on what can be done
- Creative: I find new ideas and solutions to challenges
- Bold: I get out my comfort zone and try new things
- Motivated: I welcome feedback and want to succeed

Accountable – I take personal ownership and responsibility to get things done I make things happen by empowering and delivering through the team and using resources effectively

- Resilient: I work hard to make things happen
- Disciplined: I am realistic and do what I say I will do
- Personal ownership: I take ownership of an issue until it is resolved
- Confident: I make decisions that are within my remit

Respectful – I treat everyone with respect and understanding I arrive on time and take full part in meetings

- Prepared: I arrive on time and take full part in meetings
- Communicator: I listen to others and work hard to communicate well
- Responsive: I always answer a ringing phone and respond quickly
- Self aware: I put myself in others' shoes and understand how my actions impact on others

Together – I am proud to be one team

- Positive: I talk positively about SW9 CH as one team
- Proactive: I put myself forward and build great relationships
- Supportive: I support and recognise the contribution of others
- Role model: I genuinely believe I make the difference