

Role Profile

Job Title	Deputy Director Neighbourhood Services		
Department/Function	Neighbourhood Services	Responsible To	Homes and Neighbourhoods Director
Salary	£61,000 p/a	Date of Profile	September 2014

Scope of Role	<i>Scope of staff and financial management responsibility, level of authority, impact etc</i>		
Number of direct reports	4	Number of indirect reports	In the region of 100
Size of budget for which the role is responsible	tbc	Level of financial authority with regard to expenditure	tbc
What level of impact will the post holder's actions and decisions have on the team/function/business	Operational responsibility for high profile and visible services to all residents and their environment		
Who are the principle contacts that the role interacts with internally and externally	All internal senior managers, senior managers in external agencies / partner organisations, resident / community representatives, local politicians, 3 rd sector managers.		

Purpose of Role	<i>High level description of the role – why it exists</i>
<p>In liaison with the Operations Director strategic and performance management of customer services (including the contact centre), neighbourhood services (general rented and sheltered homes), community safety, environment services, resident engagement / empowerment and all associated contracts. Ensure neighbourhoods are safe, clean, well maintained and enhance residents quality of life using strategic approaches to the management and sustainability of communities e.g. estate / neighbourhood action planning</p> <p>Assist the Operations Director in the relevant areas of responsibility to:</p> <ul style="list-style-type: none"> • Provide information and relevant advice to the Board. • Comply with regulatory and legal requirements. • Be accountable for the service performance, financial and other responsibilities to stakeholders, residents and regulators. 	

Accountabilities	<i>Statement of the main areas of responsibility</i>
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- In liaison with the Operations Director ensure:
 - The Directorate has a clear vision, strategic direction and objectives which are consistent with and complimentary to those of the Group
 - Services are delivered within the strategic / business plan / budget/ performance framework and regulatory and Group expectations and priorities
 - There is maintenance of effective risk management structures and undertake financial appraisal and risk analysis
- Lead a skilled and well motivated team of staff who are committed to the provision of responsive and customer centred services
- Develop and maintain strong management systems and comprehensive policies and procedures keeping the service at the forefront of best practice
- Develop and implement a culture of customer care, involvement and engagement for all services and activities.
- Take an active lead in maximising meaningful membership of the community mutual Members Forum and the Tenant 'Together' Recognition Scheme (TRS).
- Take an active lead in maximising and engaging residents in local and organisational service design, scrutiny, representation and involvement.
- Promote and implement any strategies and activities relating to social and financial inclusion including identifying pathways into support, employment and training opportunities with the RCT Homes Group and other external partners
- Develop a strong performance management culture / framework with high standards of services and effective control of, for example, void management and contracts.
- Ensure there are annual service team plans / objectives which link to corporate objectives / plan and performance indicators ensuring they are translated into individual staffs' performance indicators and objectives
- Ensure there are structured and routine 121s, performance focussed team meetings and clear and routine communication within the teams including corporate briefings
- Develop and maintain a framework for continuous improvement and maximise value for money in all service delivery and activities
- Participate in change programmes and lead on the implementation of any actions
- Undertake service reviews and corporate projects across the Group
- Work collaboratively across the Group, co-ordinating and cross working to achieve efficiency and supporting other supporting other Directorates as appropriate
- Maintain effective management liaison and communication with services provided by the Group and other partners.
- Ensure Health and Safety obligations are understood and implemented

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- Implement strategies and projects (including Neighbourhood action plans) and working practices which provide safe, clean, desirable neighbourhoods as well as comprehensive locally tailored services.
- Implement the mobile working framework to provide residents with face to face access to their neighbourhood manager and a range of RCT and wider services and information.
- Deputise for the Operations Director as required

Knowledge, Experience	Skills &	<i>The minimum level of tools needed to do the role</i>
<ul style="list-style-type: none"> • Educated to degree level or equivalent or with a relevant professional qualification or experience (below) • Two years experience as a Deputy / Assistant Director or at a comparable senior management level in an operational or more complex customer services role responsible for a multifunctional service • Strategic delivery of focussed quality customer services and resident or customer engagement and involvement • Commercial acumen (customer incentive schemes) • Excellent verbal and written communication • Excellent level of numeracy • Excellent report writing including presentation to Board, committees and external audiences • Rewarding and recognising good performance and addressing underperformance or personnel contractual breaches in a supportive but robust manner • Contract management • Political awareness and ability to develop collaborative approach with politicians and decision makers • Risk management • Service improvement • Excellent influencing and negotiation skills • Networking and relationship building at a senior level • High level problem solving • Strategic partnership working • Health and safety management people and assets • Project sponsorship and management • Interpreting complex data and translating this into strategies, practical solutions and action plans to improve services and efficiency • Performance management and use of SMART objectives and targets • Intermediate level of Microsoft software packages • Car owner and driver 		

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Critical Skills	<i>Detail any technical skills/expertise at a level that is critical to the business, i.e. are they the organisation expert in that field</i>
<ul style="list-style-type: none"> • Contract management • Project management • Budget planning, management and monitoring • Strategic and operational management of multifunctional services 	

Competencies	<i>Attributes/behaviours the role holder must possess to be successful in the role</i>
BOLD – driving ambition	Shows the ability to think broadly and strategically. Focuses on the solution without getting bogged down in the problem. Acts decisively and toughly if business interests demand this. Develops and rewards new and innovative/better ways of working. Leads with confidence and shows personal courage to take a stand. Looks externally for new ideas and best practice. Takes ultimate responsibility for performance (doesn't blame others for mistakes). Takes considered and informed risks
EMPOWERING – unlocking potential	Inspires and motivates others to be the best they can. Takes into account individual needs, preferences and aspirations. Delivers and positively welcomes helpful two way feedback. Has coaching conversations to help people improve. Trusts others to get things done and to make decisions. Asks open/probing questions to encourage input in future plans and change. Provides support and advice to others for personal/career development. Seeks opportunities for personal development. Adapts communication to get the best out of people.
TRUSTWORTHY – leading with integrity	Has personal integrity; comes across as open and honest. Sees self as a role model and acts to lead by example. Actively listens to understand views and needs. Shows self awareness and is aware of how they communicate and the impact. Manages fairly and consistently. Is visible and approachable, showing interest, care and empathy for others. Remains calm and in control of own emotions. Maintains confidentiality but is not secretive

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EXCELLENT – continuous improvement	Shares a clear vision of what success looks like and clarifies expectations. Constructively and sensitively challenges others in the interests of business improvement. Goes the extra mile in order to deliver. Puts customers at the heart of everything. Constructively and sensitively challenges others (in the interests of development and improving performance). Deals confidently and calmly with conflict. Remains positive and credible despite obstacles and setbacks. Sets achievable but challenging long term targets and priorities. Communicates in a straightforward and accurate way. Anticipate and leads change in a way that gets buy in.
PROUD – making a difference	Acknowledges contribution and gives credit to others. Celebrates individual and team success. Communicates with passion and a positive attitude, even under pressure. Seizes opportunities to drive business success. Recognises high performance. Praises and recognises the efforts of others. Celebrates individual and team successes. Regularly reports on progress and keeps others updated
ENJOYABLE – love working together	Balances work and personal life so neither is neglected. Build trusting relationships both internally and externally and encourages the health and wellbeing of the team. Balances work and personal life so neither is neglected (and encourages others). Builds trusting relationships internally and externally. Sets targets in a way that engages and inspires others to do their best. Build and utilises an active network of contacts. Actively involves others in problem solving and decision making discussions. Encourages the health & wellbeing of individuals/team

Performance Measures	<i>List the critical success factors used to determine whether desired results have been achieved</i>
Measure 1	High levels of customer and other stakeholder satisfaction with services, complaints handling and the residents' estate environment.
Measure 2	Staffs are trained, coached and motivated and receive recognition for good performance. This is confirmed in staff surveys and in other feedback.

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Measure 3	Performance information is gathered and routinely used to measure success, corrective action is taken when necessary and a continuous improvement approach is evident. High level, local and one off performance information (indicators / targets) demonstrate that success is being achieved.
Measure 4	Corporate service standards are achieved and commitments made to residents in estate action plans or similar plans are delivered to their satisfaction.
Measure 5	Membership of the community mutual and number of tenant resident associations is on target
Measure 6	Estate grading targets are achieved (improvements to estate cleanliness, safety, grounds maintenance)
Measure 7	Expenditure is within budget and efficiency / reducing waste savings targets are achieved

In order to maintain effective services, you may be required to undertake any other reasonable task, which is broadly consistent with those in this document and could be expected within the remit of this role and within your level of skills, experience and knowledge, as determined by your Director.