

Role Profile



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| Job Title | Head of Neighbourhood Services | | |
| Department/Function | Neighbourhood Services | Responsible To | Deputy Director |
| Salary | £48,000 p/a | Date of Profile | September 2014 |

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| 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 | 29 |
| Size of budget for which the role is responsible | tbc | Level of financial authority with regard to expenditure | 10k |
| What level of impact will the post holder's actions and decisions have on the team/function/business | Senior manager with 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. | | |

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| Purpose of Role | <i>High level description of the role – why it exists</i> |
| <p>Lead and manage neighbourhood services, environment services, resident engagement / empowerment and all associated contracts. Provide a proactive, responsive, accessible and on site face to face service for residents in their neighbourhoods using the opportunities presented by effective mobile working. Build strong and collaborative relationships with all stakeholders to maximise the potential for the pooling of resources and co-ordination of services for residents. Increase the membership, effectiveness and influence of the community mutual including maximising customer benefits / incentives using a range of strategic approaches. Lead and develop strategic approaches to the long term sustainability of neighbourhoods achieving a good quality of life for and building capacity for residents and their communities.</p> | |

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| Accountabilities | <i>Statement of the main areas of responsibility</i> |
| <ul style="list-style-type: none"> Senior manager responsible for the strategic implementation and overall operational delivery and performance management of high profile neighbourhood housing and environmental services and the engagement and empowerment of stakeholders in service design and scrutiny. | |

Role Profile



- Working in partnership with senior internal and external partnership managers, community representatives and politicians to deliver a strategic, collaborative and co-ordinated approach to service delivery and community engagement and empowerment.
- Lead and promote a culture of continuous improvement developing and implementing service improvement plans.
- Overall lead, development and management of the Members Forum and the Tenant 'Together' Recognition Scheme (TRS).
- Overall responsibility for contract management and contract compliance of all estate services and other service related contracts.
- Lead in the development of the marketing strategy for community mutual membership and incentive schemes
- Develop, monitor and implement annual service plans which link to corporate objectives / plan and performance indicators ensuring they are translated into individual staffs' performance indicators and objectives
- Ensure the performance framework includes structured and routine 121s and performance focussed team meetings
- Financial planning, management and monitoring.
- Contribute to the Directorate's strategy, business planning, health and safety management and risk management.
- Sponsor, develop and implement strategies (including estate action plans) and working practices which provide safe, clean, desirable neighbourhoods as well as comprehensive locally tailored services.
- Develop, implement and continually improve mobile working 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 Deputy Director as required

| Knowledge, Skills & Experience | <i>The minimum level of tools needed to do the role</i> |
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| <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 senior manager in property / residential management or in a 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 | |

Role Profile



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| <p>robust manner</p> <ul style="list-style-type: none"> • 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 • Ability to develop mobile working • Project management • Carrying out research, 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 | |
| Critical Skills | <i>Detail any technical skills/expertise at a level that is critical to the business, ie are they the organisation expert in that field</i> |
| <ul style="list-style-type: none"> • Contract management • Performance management • Project management • Budget planning, management and monitoring • Strategic and operational management of multifunctional services | |

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| 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 | Inspires and motivates others to be the best they can. Takes into account individual needs, preferences and aspirations. |

Role Profile



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| potential | 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 |
| 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 |

Role Profile



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