Role Title	Estate Services Area Manager
Job Family	
Competency Level	Principal Officer/Manager
Pay Scale	PO6

Purpose

To strategically manage, develop, organise and control the Housing Estate Services area ensuring the delivery of the service meets all Council, professional and legislative requirements.

To oversee the work of Caretaking, Grounds Maintenance, Sheltered Cleaning, Bulk Waste removal and deep clean services.

The postholder will lead the service to identify and implement improvement initiatives to ensure the effective and efficient operation of the service.

Generic Accountabilities	End Results/Outcomes
Plan and ensure service delivery within a diverse environment. Control activities within the service area and ensure professional standards are delivered.	The service is delivered to the quality, Council, professional and legislative standards required. Integrated service development and delivery is informed by client, partner and stakeholder views, latest thinking, good practice and legislative requirements. Corporate strategies are effectively implemented within area of responsibility. Service delivers excellent customer service.
Advise Senior Managers, Members and others on issues relevant to the service area. Provide professional challenge and advice to colleagues, managers and partner organisations.	Expert professional advice, interpretation, information, support and challenge are provided to Waltham Forest and external parties on the full range of operational, legislative and strategic issues within the field of expertise. Responses to major corporate or partner initiatives / complex operational issues are managed effectively. Major issues are managed through to a satisfactory conclusion with final decisions being made by Head of Service/Senior Management. Feedback and complaints procedures are developed and managed. Complaints are effectively resolved.
Ensure the development and delivery of continuous improvements in all aspects of the service.	Improvements are developed and delivered effectively. Stakeholder requirements are met.

Lead, motivate and develop staff to create and maintain a highly competent and participative workforce.	Instrumental in ensuring a workforce development strategy is designed and delivered, including induction of new staff. The team is highly competent, effective, motivated and outcomes focussed. Recruitment, induction, development, performance reviews, employee relations and all HR processes and planning is completed to the required standards and timescales. Effective team meetings take place to required timescales. Regular supervision is undertaken and clear objectives set and monitored through the Council's Appraisal process.
Identify, secure, deploy and manage the resources necessary for the professional service area to meet/exceed its objectives.	Resources including, equipment, people, and systems are utilised optimally and efficiently. Budgets are planned, developed and delivered. Value for money is maximised. Financial expenditure and financial integrity are controlled to assure regulatory and Council policy compliance.
Prepare and present a full range of reports (both standard and non-standard) covering area of responsibility.	Reports are prepared, distributed / presented to the appropriate committee/ to the required standards and timescales. Evidence based recommendations are made.
Ensure the successful implementation of health and safety legislation, policies and practices.	Risks to staff and others are assessed and managed. Suitable health and safety instruction and training are provided. There is a safe working environment.
Act in accordance with all policies and procedures which apply to the job and understand the reasons for this.	All policies and procedures are complied with.
Job-specific Accountabilities	**End Results/Outcomes**
Build a strong and effective Caretaking and Grounds Maintenance service through leadership and performance monitoring, ensuring systems and processes effectively monitor performance of the team	Strong consistent leadership is achieved with staff having clear direction and understanding of what is expected. Performance monitoring allows for real time analysis of current progress and ensures that concerns are identified early and support is given to achieve objectives.

and that it is meeting its key objectives and targets.	
Build and maintain strong working relationships with internal colleagues, contractors and stakeholders to ensure seamless service delivery.	Ensure strong links between the work of Estates Services and other key Council services such as the Place team, Depot management, Finance, Home Ownership. Lead on setting and maintaining key relationships.
Lead on projects to improve and modernise the wider service, aiming to provide an effective and competitive service	Proactively establish and manage projects to improve ways of working within the Caretaking and Grounds Maintenance services. Focus on key projects to ensure services are more efficient with staff able to spend more time on their duties. Embrace new technology to modernise service delivery.
Review and create new processes to ensure uniformity of services provided, along with operational clarity for colleagues and residents.	Review existing processes to ensure ways of working are clear to all colleagues. Publish information to residents giving clarity on expected service levels.
Ensure robust processes are in place for the management of stores.	Establish and maintain stores management programme, enabling reporting on usage and management. Ensure best practice is followed on use of stores, including a focus on environmental matters and health and safety.
Lead on managing key SLAs and contracts relating to transport, site management and out of borough sites.	Deliver a modern service through partnership working and effective SLA and contract management. Work to improve SLAs and contracts to ensure value for money.
Ensure robust processes are in place to meet compliance with all health and safety requirements so that	Areas of responsibility include but are not limited to: • Risk assessments • Staff training • Chemical and machine management • Compliance
Budget management	Contributes and leads on budget management, ensuring services are delivered within set budget and that budget requirements are clearly stated.
Deliver key reports	As required, deliver reports to senior management or other bodies on service performance and management matters.
Training and development	Lead on delivering a comprehensive training programme for colleagues, including regular reviews and updates in line with regulatory changes and best practice.

	Ensure opportunities are in place for staff development and progression.

Nature of Contacts

Frequent contact with Heads of Service, and senior representatives from external organisations in both the public and private sector, providing expert advice, guidance and support on complex issues.

Manage relationships with key stakeholders and delivery partners including negotiation of complex political issues / contractual agreements / amendments.

High levels of tact, sensitivity and diplomacy is required.

Procedural Context

Work within a policy framework and regulatory guidelines, applying knowledge of systems, procedures and best practice. Work to broad managerial direction, within a policy framework and regulatory guidelines, to ensure performance standards are met within a framework of policy and legislation.

Control the deployment and allocation of service resources within overall corporate and legislative framework. Accountable for the performance of the service area against agreed objectives. Develop service plan for area of responsibility and contribute to term wider service planning. Professionally accountable for interventions within area of responsibility.

Manage complex issues within a framework of policy and procedures. Creative and innovative problem solving of complex issues, often in situations where there is ambiguity and a significant degree of judgement is required in relation to risks outside the remit of existing policy. Think and act strategically in decision making in a complex professional and political environment.

Development of policies and procedures and strategy for own area. Lead in partnership development, working with a range of agencies and extended services to meet strategic, legislative and Government policy requirements.

Occasionally the post will be expected to work from other locations.

Post holder will oversee operational decisions.

Post holder will normally report into Head of Service.

Key Facts and Figures

Delegated responsibility for project budgets.
Monitoring and controlling major financial transactions /information.
Effectively control significant budgets / resources.

Manage teams of staff.

Resourcing

Budget Responsibilities: Shared responsibility for £3.2m
Supervisory Responsibilities: 6 supervisors

Knowledge, Skills and Experience
Detailed knowledge of social housing regulatory and legislative operating framework Experience of service planning and successful delivery of service improvements Experience of working in a complex organisation, including forging effective relationships across Directorates Ability to operate at a strategic level and translate strategic objectives into effective operational management Excellent budget management skills
Indicative qualifications Educated to degree level or equivalent standard Relevant professional qualification desirable or commitment to gain one

The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities that may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed.