

## Job Profile

**Job Title:** Estate Management Service Manager

**Job Grade:** Level 5 Zone 2

**Salary Range:** £55,832 - £65,350

### About Camden

'Camden is building somewhere everyone can thrive, by making our borough the best place to live, work, study and visit. Because, we're not just home to UK's fast-growing economy. We're home to the most important conversations happening today. And we're making radical social change a reality, so that nobody gets left behind. Here's where you can help decide a better future for us all.

### About the role

At Camden Council our vision is to make Camden a place where everyone has a chance to succeed, and nobody gets left behind. To achieve this we need to think differently about everything that we do, design services focussing on citizens and continuously learn and improve. We have redefined our purpose as a landlord using a systems thinking methodology.

The relationship we have with our tenants and leaseholders affects a third of residents living in the borough, and can span decades – it's a different relationship to a transactional one such as paying a parking fine and we have learnt that Camden as a landlord is the 'last stop' for many residents where other services and functions can't help, or where external services no longer have resources they used to.

The vision for our housing service is one that is responsive, relational, and empathetic and we recognise that we need to transform the way we do things to meet this aspiration. We have started on that journey but there is much more work to be done. Whilst we design and deliver these changes we must not lose sight of the business as usual.

This is a new type of leadership role at Camden. We have learned through the process of redesign that we need to lead across service boundaries to achieve our ambitious objectives of supporting people to live the lives they choose.

This is challenging work, identifying barriers to effective working, taking a root cause approach to addressing problems, and understanding full consequences by assessing change beyond quick fixes and process/ procedural modifications with colleagues. You will be continually designing services iteratively to meet resident need.

Managers in this system are pivotal in shaping the way services are delivered with the following at the core of their work:

- Taking an outside in perspective, challenging existing beliefs and assumptions – understanding systems of work from the residents' point of view;
- Seek evidence to focus on the true root cause of issues;

- Sharing responsibilities with their teams;
  - Facilitate real time learning, experimenting and adapting systems of work to better meet resident purpose;
  - Ensuring their teams have the skills and confidence to work in this way;
  - Influence the environment – beyond existing service functions.
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- Provide systems leadership across several Estate Services teams to develop and sustain a high quality service designed to meet what matters to residents living in social housing.
  - Drive continuous improvement, including unblocking barriers which are getting in the way of teams meeting purpose.
  - Changing and adapting the system and designing it in response to resident demands, focussing on value work and constancy of purpose.
  - Developing and using measures to identify and act on system conditions that create waste and develop effective working relationships with appropriate leaders in related functions to help remove them.
  - Understand how Estate Services operate as a system and take a strategic lead for developing effective working relationships and integration with colleagues and external partners.
  - Take a proactive approach to working in a changing environment, addressing delays, highlighting areas for improvement and applying a systems approach to solving problems that arise.
  - Promote creative and innovative solutions to support community resilience.
  - Communicate and enhance an evidence-based understanding of the service as a system by facilitating an enabling and learning environment in which employees can do their best work.
  - To coach, support and develop competent team managers with a commitment to continuous development and improvement.
  - To support team managers and the Head of Service to make decisions based on evidence and data about type and frequency of resident demands and related barriers and blockages.
  - With other service managers develop a “whole service’ approach to the work, taking responsibility to establish excellent working relationships with other colleagues, agencies and partners.
  - Role model behaviour and proactively challenge others’ thinking to drive and embed change in the way we approach the design and management of work.
  - Understanding and managing true end to end costs of flows of work, across various budget codes in conjunction with finance colleagues, including managing and monitoring a local budget for the predictable demands we work on as a landlord.
  - To take and promote positive risk taking to better meet our purpose as a landlord, reduce waste and duplication and best management of our stock.
  - To promote and model our principles to support long term resilience in our staff and residents.
  - To ensure we meet our statutory obligations as a landlord to keep our homes and residents safe.

## **About you**

- Demonstrable experience of collecting and using evidence to make decisions based on what matters to residents
- Significant experience of developing positive relationships with multiple stakeholders to build support and influence thinking and decision making.
- People management, coaching and team building experience
- Understanding of how to put knowledge of systems thinking into practice and what systems leadership entails.
- Budget management experience and ability to track long term financial impact of the work of the teams.
- Ability to reshape services through designing and implementing experiments using systems thinking methodology.
- Ability to interact confidently and flexibly at all levels including with senior leaders and external parties.
- Ability to interrogate detail and see how this links to the big picture, spotting patterns, trends and barriers and where these vary and change.
- Excellent verbal, written and pictorial communication skills.
- Commitment to continuous learning
- An ability to manage risk and understanding of the application of health and safety in the workplace.

#### **Work Environment:**

The job is a hybrid of office, home and on site but requires flexibility around working hours and being able to provide support out of office hours to deal with complex problems or issues. The post holder will be required to work evening and weekends from time to time.

#### **People Management Responsibilities:**

- This post reports to the Head of Service.
- The Estate Services Manager will manage up to XXXX team managers who are responsible for XX Caretaking staff who are field based. This post will ensure they have the right support and build strong relationships with specialists, community groups and other professional networks to strengthen support available to our residents.
- This post will also be responsible for managing performance of field based operatives managing all the associated risks in terms of health and safety, working practices and behaviours.

#### **Relationships:**

The post holder will have a vital role to play in working with other leaders, councillors, partner agencies, and community groups to develop a service which crosses traditional boundaries and has the resident at the heart of what we do.

#### **Over to you**

We're ready to welcome your ideas, your views, and your rebellious spirit. Help us redefine how we're supporting people, and we'll redefine what a career can be. If that sounds good to you, we'd love to talk

#### **Is this role Politically Restricted?**

Some posts at Camden are politically restricted, which means individuals holding these posts cannot have active political role. For a list of all politically restricted roles at Camden [click here](#).

### **Diversity & Inclusion**

We want Camden Council to be a great place to work and to ensure that our communities are represented across our workforce. A vital part of this is ensuring we are a truly inclusive organisation that encourages diversity in all respects, including diversity of thinking. We particularly welcome applications from Black, Asian and those of Other Ethnicities, LGBT+, disabled and neurodiverse communities to make a real difference to our residents so that equalities and justice remains at the heart of everything we do. Click [Diversity and Inclusion](#) for more information on our commitment.

### **Agile working**

At Camden we view work as an activity, not a place. We focus on performance, not presenteeism. We create trusting relationships, we embrace innovation rather than bureaucracy and we value people. Collaboration is the Camden way, silo working isn't.

At Camden we are proud to be one of Hire Me My Way's inaugural campaign supporters. Hire Me My Way is a national campaign led by Timewise, designed to increase the volume of good quality jobs that can be worked flexibly in the UK ([www.HireMeMyWay.org.uk](http://www.HireMeMyWay.org.uk)). Hire Me My Way aims to treble the number of available good quality flexible jobs to 1 million by 2020.

### **Asking for Adjustments**

Camden is committed to making our recruitment practices barrier-free and as accessible as possible for everyone. This includes making adjustments or changes for disabled people, neurodiverse people or people with long-term health conditions. If you would like us to do anything differently during the application, interview or assessment process, including providing information in an alternative format, please contact us on 020 7974 6655, at [resourcing@camden.gov.uk](mailto:resourcing@camden.gov.uk) or post to 5 Pancras Square, London, N1C 4AG.