



**watmos**  
**COMMUNITY HOMES**  
creating strong communities  
through tenant management



# RECRUITMENT

## Estate Manager

# Contents

Estate Manager

Letter to Applicants
Job Advertisement
Job Description and Person Specification
Principal Terms and Conditions
About Watmos Community Homes



# Letter to Applicants

## Estate Manager

October 2022

Dear Applicant,

**Re: Estate Manager,  
Sandbank TMO, 1a Clarke House, Sandbank, Bloxwich, WS3 2HF**

Thank you for responding to our recent advertisement for the post of **Estate Manager**.

The following are accessible via our online recruitment site.

- An application form (including Criminal Records Disclosure Form and Equal Opportunities Monitoring form).
- The job description.
- The person specification.
- Principal terms and conditions of employment.

Further information about Watmos can be found on our web site [www.watmos.org.uk](http://www.watmos.org.uk)

Before completing your online application, please read the job description and the person specification carefully. The selection panel will only short list applicants who have demonstrated on their application form that they meet the criteria on the person specification. Consider how all your education, training, skills and experience relate to your application. You may refer to not only your paid work but also any voluntary work and your personal activities. **You must complete the online application fully including all education, all employment history and additional information as the panel will not consider information on your CV.** Should you have any questions or have special requirements please e-mail [recruitment@watmos.org.uk](mailto:recruitment@watmos.org.uk) or contact Jen Medza, Human Resources Assistant on 01922 471910.

- The closing date for receipt of applications is **30<sup>th</sup> October 2022**.
- Shortlisting will take place on week commencing **31<sup>st</sup> October 2022**.
- Interviews will be held on week commencing **7<sup>th</sup> November 2022**.

We regret that we will not be able to contact applicants who have not been shortlisted. Therefore, please assume that you have not been successful if you do not hear from us before the interview date.

All the very best with your application.

Yours sincerely,

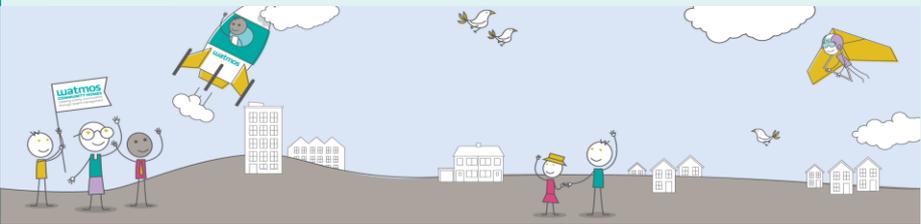
*M. Anderson*

Michael Anderson  
**Group Human Resources Manager**



# Advertisement

## Estate Manager



**Leading the way in resident managed housing Watmos/Sandbank's unique approach has put us at the forefront of transforming communities and exceeding expectations. We are seeking an outstanding and dedicated individual who shares our passion for improving people's lives.**

**Estate Manager**  
**£40,305 plus benefits**  
**Location: Walsall, West Midlands**

This role involves leading and managing the TMO staff to ensure the delivery of high quality housing and customer services, working with and responsible to the TMO Board for the development of the TMO's strategic vision and values, corporate strategy and business plan.

You will ensure that the TMO Board receives robust financial information with financial trends to enable decision making to secure the TMO's financial security and viability.

The successful candidate will have experience of working at management level in housing, in developing strategic vision and plans and in-depth knowledge of social housing and its practical application. .

The successful candidate will also possess excellent report writing, written and verbal communication, interpersonal, organisational, leadership, financial management, and I.T. skills and a strong commitment to resident management, involvement and empowerment.

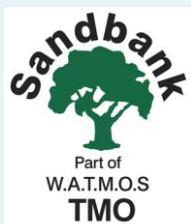
**To download a recruitment information pack and complete an online application form:**

**Visit:** <https://watmos.current-vacancies.com/Careers/Watmos%20VSP-1722>

**e-mail:** [recruitment@watmos.org.uk](mailto:recruitment@watmos.org.uk)

**Write to:** Jen Medza, Human Resources Assistant  
Watmos Community Homes, 116-120 Lichfield Street,  
Walsall, West Midlands, WS1 1SZ.

**Closing Date:** 30<sup>th</sup> October 2022



# Job Description

## Estate Manager

<b>Responsible To:</b>	Chair and TMO Board
<b>Responsible For:</b>	2 x Estate Support Housing Officers, 1 x Repair Technician, 1 x Senior Caretaker.
<b>Significant Relationships:</b>	TMO Staff Watmos Central Team Staff Other TMO Staff Tenants TMO Chair and Board Officers TMO Board Members Contractors Visitors
<b>Location:</b>	1a Clarke House, Bloxwich, Walsall, WS3 2HF.
<b>Special Conditions:</b>	Some evening and occasional weekend work.

### Job Purpose:

- Working with and responsible to the TMO Board for the development of the TMO's strategic vision and values, corporate strategy and business plan and to advise and support the Board in its effective delivery.
- Ensure that the Chair, TMO Board Officers and TMO Board receive robust financial information that identifies financial trends and which enables the making of decisions that secure the TMO's financial security and viability.
- Provide leadership and management to TMO staff to ensure the delivery of effective customer services.
- Develop and maintain the profile of the TMO as an effective provider of high quality housing services.



# Job Description

## Estate Manager

### **Strategic Planning and Governance Support**

1. Devise and develop, together with the TMO Board, a strategic vision and strategic business and financial plans for the estate.
2. Support and develop the TMO Board including attending Board and other meetings/events out of normal office hours, including community events, TMO away days/weekends.
3. Prepare and present reports, in a timely fashion, for the TMO Board on all aspects of its management agreement responsibilities and performance indicators and ensure that Board decisions are implemented.
4. Support the Chair(s) in carrying out their responsibilities as necessary.
5. Ensure that the TMO complies with its Rules and its Code of Governance and that it continues to evidence good governance, for example, by achieving external accreditation or a robust, documented self-assessment.
6. Benchmark the performance of the TMO against comparable organisations.

### **Housing Management, Asset Management and Customer Focus**

1. Ensure the effective delivery and development of high quality customer-focused services.
2. Ensure that the TMOs fulfil its obligations to residents and to Watmos Community Homes in respect of its management agreement and that tenancies and leasehold properties are managed in accordance with best practice and the law.
3. Responsible and accountable to the TMO Board and Watmos Community Homes for ensuring that KPIs are achieved.
4. Take action, as appropriate and in a timely fashion, in accordance with the Complaints Policy and Procedure.
5. Ensure that the TMO works proactively and in co-operation with community organisations, statutory and voluntary service providers in the local area in the interests of tenants and residents.
6. Ensure the effective management of the rent arrears process, enforcement of tenancy conditions, anti-social behaviour, voids in line with Lettable Standard and allocations.
7. Ensure the development and effective delivery of a maintenance and asset management strategy and action plan for the TMOs working in partnership with Watmos Community Homes Asset Management Team.
8. Ensure the delivery of an effective repairs and maintenance service to tenants including out of hours emergency repairs.

### **Financial Management and Control**

1. Develop the TMO's Financial Strategy and Business Plan, operational and annual budgets, plans for maintaining financial control and ensure financial viability in line with the strategic vision and objectives.
2. Work closely with WATMOS to maintain financial systems.
3. Ensure that the TMO Board receives appropriate financial and business planning advice and reports (e.g. cash flow statements, management accounts) to enable it to maintain effective financial control and to comply with the management agreement with Watmos Community Homes.



# Job Description

## Estate Manager

4. Ensure that day-to-day financial record keeping is accurate and that appropriate controls are in place for the authorisation and approval of business expenditure.
5. Analyse monthly income and expenditure against budgets.
6. Ensure that the management and statutory accounts are prepared in conjunction with the Watmos Finance Department, Accountants and Auditors and in accordance with statutory requirements.
7. Manage monthly payroll, in conjunction with payroll provider ensuring compliance with PAYE, Income Tax, National Insurance and pension fund deductions.

### **Managing and Developing People**

1. Ensure effective implementation of HR Policies, Procedures and Systems in conjunction with Watmos Community Homes HR team.
2. Undertake regular Open Blend sessions/one-to-ones with staff and hold regular office and team meetings.
3. Ensure that formal and informal action is taken to deal with staffing issues in conjunction with Watmos Community Homes HR team.
4. Ensure that adequate plans for delegation are in place on a day to day basis and during periods of absence.

### **Quality**

1. Ensure that the TMO continuously monitors and evaluates service quality and delivery, both formally and informally, responds positively to customer feedback and takes prompt action to deal with complaints and concerns.

### **Health and Safety**

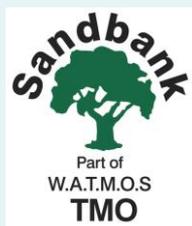
1. Ensure that estate and employees work and services are delivered in accordance with the policies and legislative requirements for health and safety.
2. Undertake risk assessments and take action in the event of accidents and near misses.

### **Equality and Diversity**

1. Manage and maintain services in accordance with the principles and practice of equality and diversity, taking into account individual needs and requirements.

### **Other**

1. Comply with and implement the GDPR (General Data Protection Regulation).
2. Carry out any other reasonable duties commensurate with the post as required by the Chair, Officers and Board of the TMO.



# Person Specification

## Estate Manager

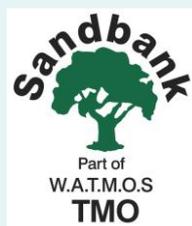
	ASSESSED	
	ON APPLICATION FORM	AT INTERVIEW PROCESS
<b>Qualifications</b>		
1. Relevant Degree or Chartered Institute of Housing membership or other relevant Housing qualification (or qualified by experience to equivalent level).	✓	
<b>Professional Knowledge and Experience</b>		
1. Experience of working at senior management level to deliver business objectives and developing a positive performance culture.	✓	✓
2. Experience of developing a strategic vision and strategic plans for a housing organisation.	✓	✓
3. In-depth knowledge of social housing and leasehold legislation and its practical application. Understanding of the policy and regulatory context for TMOs and Registered Social Housing Providers.	✓	✓
4. Strong financial management skills with the ability to plan, manage, control and monitor budgets and expenditure to support the delivery of the organisation's strategic vision.	✓	✓
5. Experience in leading and developing effective teams, bringing the best out of people and being both strategic and operational as needed.	✓	✓
6. Experience of working with tenants and resident Committees to achieve successful outcomes in the delivery of services which meet their needs.	✓	✓
7. Track record of successful delivery of results, raising performance standards and achieving sustainable improvements, in sometimes challenging circumstances.	✓	✓



# Person Specification

## Estate Manager

	ASSESSED	
	ON APPLICATION FORM	AT INTERVIEW PROCESS
<b>Skills and Abilities</b>		
1. Strong commitment to resident management, involvement, empowerment and choice.	✓	✓
2. Ability to lead, empower, inspire, motivate and develop employees at all levels, building teams committed to corporate vision, values and goals.		✓
3. Strong computer skills with the ability to be self-servicing including undertaking own correspondence, writing reports and using spreadsheets to manage and control budgets.	✓	✓
4. Ability to communicate information clearly, understandably and concisely whether verbally or in writing to tenant and resident Committees.		✓
5. Strong interpersonal skills at all levels with the ability to negotiate effectively and sensitively across organisational boundaries.		✓
6. Sense of diplomacy with sound political awareness.		✓
7. Must demonstrate strong organisational and time management skills. Ability to prioritise, delegate, analyse and solve problems and achieve results against tight deadlines by taking a proactive approach.		✓
<b>Flexibility and Commitment</b>		
1. Commitment to attending evening and weekend meetings and events as required.		✓
2. Willingness to contribute to and be actively involved in tenant involvement and community empowerment activities and events.		✓
3. Willingness to travel as required.		✓



# Terms & Conditions

## Estate Manager

Details of full terms and conditions of employment will be provided in a formal offer to the successful applicant. The following outlines the main aspects of the employment package: -

**Salary:** The annual salary is £40,305 per annum plus benefits.

**Expenses:** The post holder will receive the appropriate mileage allowance where a car is used for business purposes. All reasonable business expenditure (including train journeys, hotel accommodation and subsistence) will be reimbursed on production of receipts.

### Pension

- Sandbank TMO operates the Pensions Trust FRP Defined Contribution Scheme.
- Your contribution rate is a minimum of 4% of your salary, but you can contribute more should you so wish.
- Sandbank TMO also contributes the equivalent of 4% of your salary towards your pension.
- You can opt out of the pension scheme should you so wish.

**Hours of Work:** The post is offered on the basis of a 37 hour week, Monday to Friday. Occasional evening and weekend work is required.

**Annual Leave:** Annual leave entitlement is 25 days rising to 30 over a five year period pro-rata as appropriate for part-time or fixed-term posts.

**Bank Holidays and Additional Days:** Sandbank TMO staff are entitled to 12 additional days leave that fall under the categories of Bank Holidays and additional concessionary days.

**Professional Subscriptions:** Sandbank TMO will reimburse the cost of one annual subscription to a relevant professional institution.

**Salary Sacrifice Schemes:** Sandbank TMO offers a range of salary sacrifice schemes including car lease, childcare vouchers and cycle to work which are available to all staff.

**Retail Discounts:** Sandbank TMO offers a retail discount scheme offering high street, travel and leisure discounts.

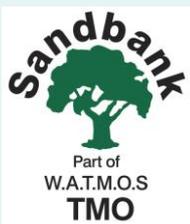
**Travel to Work Loan:** Sandbank TMO offers a travel to work loan scheme to assist with the purchase of travel season tickets.

**Flu Vaccination:** Sandbank TMO offers a free flu vaccination.

**Probationary Period:** The post will be subject to a six months probationary period.

**Notice Period:** You may terminate your employment with Sandbank TMO by giving three month's written notice. The minimum period of notice to which you are entitled from Sandbank TMO during the probationary period is two weeks. The period of notice to which you are entitled following successful completion of the probationary period is three months.

**Health Screening:** All employees joining the organisation are asked to complete a 'Health Declaration' form.



# About

# WATMOS Community Homes

## INTRODUCTION

WATMOS Community Homes is a unique social housing landlord owning just over 2700 homes for rent in the Walsall area of the West Midlands and Lambeth in London. There are also 300 leaseholder properties. As a charitable housing provider, our main role is to provide accommodation for people in need of housing. We are founded on the principles of inclusion and resident empowerment in a culture which values people's individual and collective contribution to their community. Watmos Community Homes (WCH) is based around ten Tenant Management Organisations (TMOs).

## OUR MISSION

Our mission is:

***“Developing strong, sustainable communities, within safe and pleasant neighbourhoods through resident control and locally accountable tenant management.”***

## KEY PRINCIPLES

WATMOS was set up to build on the success of tenant management in Walsall and as a social housing landlord we are proud to offer something a bit different.

Our approach is based on various key principles:

1. Tenants and residents should be in the driving seat, empowered, encouraged and supported to manage their own estates.
2. Housing services should be organised locally with accessible staff based in offices within walking distance on every estate. Service standards should be agreed within each locality that reflect the priorities set by the tenants.
3. Our estates should be attractive, desirable and offer a high level of security.
4. We shouldn't just be managing housing; we should be building a real sense of community where people look after one another.

These principles are important to us and through them we aim to provide tenants and residents with good housing conditions that meet their needs and exceed their expectations within communities that encourage people to reach their potential and improve the quality of life for themselves and others.

We aim to be one of the best housing associations in the country and demonstrate that tenant management and local community control really works.

# About

# WATMOS Community Homes

## **OUR CORPORATE DIRECTION**

Our corporate direction is decided through tenant consultation. Tenants and residents are encouraged to participate in setting the aims, objectives and priorities of our organisation, driving WATMOS in the direction that our tenants are passionate about. Our tenant satisfaction is high and our people are able to witness the shaping of the organisation through their priorities.

## **OUR VISION AND VALUES**

### **Democratic local resident control and service delivery through tenant management organisations**

As a community-based organisation with strong roots in our neighbourhoods, we're committed to providing services through our TMO partners at a local estate level, through accessible offices within walking distance. We believe this is what makes our residents the best people to help us set, scrutinise and deliver the services we provide. Their key insights and involvement ensure we maintain an effective, efficient approach to managing our business and improving our performance.

### **Providing a secure and pleasant residential environment**

We know that many tenants choose to live on our TMO-managed areas because of the attractive environments and the feeling of security. To protect and promote these benefits we'll maintain the homes and keep them in excellent condition. We'll also effectively manage the estates, addressing all levels of anti-social behaviour while investing in environmental improvements.

### **Offering social and personal development opportunities**

Because we believe our communities should thrive, we provide accredited training and support to help our residents to grow socially, develop work skills and flourish. By partnering specialist organisations, we help them improve areas like personal finances, health and well-being, allowing them the freedom and the choices to live better lives and enjoy our communities.

We recognise our staff are also an invaluable resource. We're committed to ensuring that every member has a personal development plan offering the benefits of mentoring, training and guidance to improve their CV, raise their confidence and improve performance. It empowers them to make fantastic business decisions and progress their skills and self-esteem.

### **Offering value for money**

We're proud to be an independent Registered Provider that's resident controlled. We take great care to ensure that our financial success supports the vision and ambitions of our unique organisation. Our ethos of offering value for money is a primary objective and the views of residents and stakeholders drive our understanding of performance in this area. As a team, we pledge to keep WATMOS Community Homes financially strong without lowering the high standard of local housing services we offer. We're also committed to maintaining the transparency our residents expect. As a result, we ensure our business plan is up to date and fit for purpose whilst also promoting a positive relationship with our Regulators and Funders.

# About

## WATMOS Community Homes

### **Working with others to provide strong sustainable community led housing**

By working with key stakeholders we promote the values of community-led housing, demonstrate the benefits of tenant management, protect social tenants' right to manage their homes and champion the housing co-operative principles. We believe that services led by tenants are more likely to be in tune with their genuine needs. Working together with like-minded organisations locally, regionally and nationally WATMOS Community Homes promote and raise the profile of community-led housing and strengthen the co-operative housing sector within the wider housing world.

### **OUR CORPORATE PRIORITIES 2018 – 2023**

#### **Investing in our Homes and Neighbourhoods**

We know that our residents really value being part of a community. It matters to them and that's why it's important to help them maintain their home, improve their environment and instil a sense of pride about the area they live in.

At a strategic and enabling level we will aim to achieve this by:-

- Continuing to provide high quality homes exceeding the National Decent Homes standard supported by a plan to invest in the current and future needs of properties and estates.
- Achieving real tenant satisfaction in all areas of our work by providing excellent resident led repairs services shaped to meet local area priorities
- Improving the financial and social returns from our housing and non housing assets.

#### **Promoting Community Empowerment, Involvement and Social Value across our Operations**

Involving our residents is essential to the way we work. The development of effective resident empowerment and participation, from governance level to service delivery, ensures we accurately meet the needs and expectations of our customers. By co-designing our services we can share decision-making power with the people who matter. This means their voices are heard, valued and debated before any actions are carried out.

We aim to achieve this by:-

- Connecting with existing groups and plan any activities with an understanding of what's already happening in an area.
- Providing support groups to create more social action-based options for people who need guidance.
- Ensuring social action flourishes by removing barriers and reducing inequalities to encourage more reluctant groups to participate.
- Supporting the local economy
- Improving our external image, community relations and service delivery

# About

# WATMOS Community Homes

## **Organisational Prosperity**

We're a unique organisation offering residents more than housing. We want to understand and quantify the difference our approach has made to improving quality of life for our residents. We'll use this information to ensure the organisation prospers, so more people benefit now and in the next generation.

We aim to achieve this by:-

- Ensuring strong governance, including succession planning, skills analysis and good practice in governance.
- Growing our organisation strategically by stock transfer, acquisition and development.
- Building productive working relationships, partnerships and strategic alliances.
- Improving our financial efficiency and corporate financial strength.
- Offering greater transparency in our financial business and striving for delivering Value for Money in the context of our service delivery model.
- Improving our internal and external communications, increase our profile and influence within social housing and mutual housing models.
- Continuing to manage risk effectively, including high level risk and assurance at Board level, as well as risk triggers throughout the business.
- Making technology work for us to streamline back office functions and front line services.

## **Investing in Our People**

We know our organisation's success relies on the dedication of our volunteers and staff. The commitment and contribution made by every one of them is invaluable and hugely appreciated. In return, we aim to support them in developing their own personal skills and reach their full potential. It's also important for staff to recognise a direct link between the performance of the organisation and their pay, so we can work together to create an even more successful organisation.

We aim to achieve this by:-

- Developing a culture of high performance and efficiency.
- Ensuring that staff and volunteers who've contributed to our success are recognised and rewarded.
- Ensuring staff and volunteers are capable and competent to meet organisational goals.
- Achieving high levels of staff satisfaction through employee well-being, involvement, commitment and pride.
- Inspiring individual members of staff to learn, develop and support their career aspirations.
- Celebrating and communicating our success.

# About

## WATMOS Community Homes

### **Delivering and Improving our Community Led Housing Services**

Understanding our performance across a range of indicators is vital to making sure we meet our corporate priorities. These have been identified by our residents and stakeholders using consultation events across the Group. This helps us make sure the services we provide as a landlord genuinely meet the needs of our communities. It also determines whether they're up to date and offer value for money whilst maintaining the ethos and values of WATMOS Community Homes.

We aim to achieve this by:-

- Being a great landlord offering locally based, high quality services
- Being efficient and effective in meeting the services needs of our residents.
- Achieving high levels of tenant and leaseholder satisfaction.