

Role Profile

Role Title: Portfolio Manager (area housing manager)

Business Area: Customer Services

Department/Team: Housing, London

Reports to: Assistant Director Operations, London

Direct Reports and span of control: Senior Service Officers, Service Officers, Housing Officers, ASB Officer, Caretakers, Housing Administrator, Allocations & Lettings Co-ordinator, Senior Support Officer – as applicable to the portfolio

Dimensions (budget holder, level of contract/systems etc responsibility): contract management, compliance, managing performance and KPIs

Created/Reviewed date: October 2024

Role Purpose

To lead a self-sufficient team delivering comprehensive, proactive, and pragmatic housing management services tailored to the needs of the customers within the area portfolio, which could include sheltered housing for over 55s, general needs, extra care, and supported housing (managed by others).

To be accessible to customers and colleagues in delivering the service and adaptable where required to react to challenging situations. To lead members of the team to deliver the landlord strategy and an efficient, effective and customer focussed housing management service, including an enhanced service to our sheltered customers.

Contract management responsibility for either estate cleaning, estate grounds maintenance, or pest control depending on the portfolio. Regional lead responsibility for one of the following service areas depending on the portfolio – allocations & lettings, anti-social behaviour, health & safety, tenancy & neighbourhoods.

Enable the provision of a good tenancy and estate management service, developing and implementing robust procedures and processes. Demonstrate through behaviours a dynamic and innovative 'can do' culture.

Key Accountabilities

- Positively promote and ensure that the landlord strategy of a safety first and rent first culture is delivered.
- Deliver easily accessible, good, and safe landlord services.
- Lead the team on operational housing and tenancy management delivery.
- Support and direct housing teams to manage complex and challenging casework through to resolution.
- Work closely with the property safety team to manage our 'High Risk Buildings' as defined by the Building Safety Act 2022 and ensure full compliance with all our management obligations.
- Lead and develop a risk-based approach to Health & Safety and Neighbourhood Inspections.

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- Pro-active management of all team compliance responsibilities, monitoring and taking action to ensure all obligations are met.
- Understand and increase customer satisfaction, evidenced in Tenant Satisfaction Measures, and lead on service improvements.
- Audit and review Housing KPIs and compliance.
- Lead the team using emotional intelligence to get the best from each individual member.
- Develop and nurture relationships with external and partner agencies, stakeholders, and statutory bodies.
- Investigate and respond to complaints relating to service failures using a 'lessons learnt' approach and in accordance with the HOS Complaint handling code.
- Embed a culture and awareness of safeguarding concerns and accurate and timely reporting.
- Ensure the effective management of all contracts by ensuring that they are consistently reviewed and monitored.
- Participate in project delivery.

Experience and Qualifications

- Educated to degree level or extensive experience in housing, management, or transferrable skills.
- CIH Level 4 Certificate in Housing, or willingness to undertake.
- Highly developed communication skills.
- Experience of working with diverse customer groups and an understanding of the varying needs and challenges of a diverse customer profile.
- Experience of challenging and emotive situations and applying empathy.
- Knowledge and experience of the housing sector and customer profile.
- Problem solving skills, working under pressure, balancing competing priorities, and being innovative.
- The ability to inspire and motivate individuals and teams.
- Ability to collate relevant information and present through the appropriate channels.
- Highly motivated to create an environment where your customers, team and communities thrive.

Resource Management

- Monitor staff performance and undertake performance appraisals, regular 'one-to-ones' and regular team meetings to enable staff to provide high quality services and develop their full potential for housing management services to customers.

Influence

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- Work with other teams across the business to maintain an effective team-working environment, developing a one-team approach.
- Participate in the regular review of policies and procedures and take an active part in all relevant projects. Ensure that all members of the team comply with agreed policies and procedures.
- Be responsible for the review and development of the service delivered by the team to ensure value for money and continuous improvement.
- Work with contractors to improve the cleaning and grounds maintenance contracts and service level agreements for communal areas to ensure that the standards of the specification are satisfied and challenge any failures of service delivery.
- Relationship management - Establish, develop, and maintain effective working relationships with customers, contractors, external agencies, and colleagues in other departments to ensure an integrated contribution to the company objectives. This can involve complex negotiations, to positively promote Aster's interests and values.

Complexity

- Having the autonomy and empowerment to make operational decisions to resolve complex housing management issues.
- Investigating alleged service failures within the business, obtaining all the facts and relevant information from all parties. To enable a full picture to be painted and arrive at the correct and fair resolution. Managing customer expectations in what can be an emotional situation and keeping them informed.
- Robust and detailed investigation of potential health and safety risks and incidents to safeguard the interests of the business and mitigate further risk.
- A requirement of the role is to often have challenging conversations with customers and colleagues. This could be delivering bad news to a customer around an emotive subject. Or challenging a colleague around performance and service standards.
- Ensure that all activities undertaken comply with relevant legislation, guidance and regulatory requirements and best practice, including the creation of a culture of continuous learning and development.

Impact

- Making decisions about tenancy sustainment, aids and adaptations, decants, possession, management transfers which will impact on the lives of our customers and the reputation of Aster.
- Making decisions to manage health and safety concerns and to mitigate risks to the business.
- It is seldom that there are prescribed solutions to the complex and challenging problems that are faced. The role requires creative, adaptable and pragmatic problem-solving skills. The ability to interpret and apply legislation to enable agile and adaptable decision making.