

# Performance Manager

## Operations Directorate (Home Ownership)

| Overview                 |   |
|--------------------------|---|
| <b>Role Purpose</b>      | <p>Be the lead for the management of rent and service charge setting and certification process across the Home Ownership department.</p> <p>Provision of a robust data analysis and quality assurance framework to support continuous improvement in service delivery across the department.</p> <p>Take the lead for procurement and contract management across Leasehold Services, particularly the estate services contracts.</p>  |
| <b>Responsible for</b>   | <ul style="list-style-type: none"> <li>• Service charge cycle coordination for Leasehold Services</li> <li>• Rent setting process for Leasehold Services</li> <li>• Data analysis, quality assurance and performance monitoring for Leasehold Services</li> <li>• Contract Management and procurement lead for Leasehold Services</li> <li>• Leading on systems development as necessary</li> <li>• Matrix management of Property Management Officers to deliver work/projects where necessary</li> </ul> |
| <b>Reports to</b>        | Performance and Income Lead   |
| <b>Line management</b>   | <ul style="list-style-type: none"> <li>• Performance Officers</li> <li>• Performance Coordinator</li> <li>• Matrix management of Property Management Officers where necessary</li> </ul>  |
| <b>Tier</b>              | Tier 6  |
| <b>Expectation Level</b> | Operations Manager  |
| Role relationships       |   |
| <b>Internal</b>          | <p>Executive Board and Governance Committees</p> <p>Broader Home Ownership directorate</p> <p>Wider Commercial Services directorate</p> <p>Development, Regeneration and Assets, ICT, Workwise, Finance and BID directorates</p>  |
| <b>External</b>          | Customers   |

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| <p>ICT Contractors</p> <p>Consultants</p> <p>Auditors</p> <p>Regulator G15</p> <p>colleagues</p> |
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## Role accountabilities

### Leadership and management

- As a member of the Leasehold Services department you will help develop a trusting and collaborative culture that aligns with NHG purpose, mission and values.
- Provide strong and effective leadership to implement and manage agreed plans aligned with NHG's values to ensure the best possible results.
- Report to the Head of Business Support, AD of Leasehold Services (Deputy Group Director of Commercial Services as needed) on all aspects of business activities within relevant remit (plans, budgets, outcomes, risks).
- Effectively promote collaborative approaches to engage NHG staff to work successfully to deliver high quality services with cost-effective outcomes.
- Establish and maintain a culture of service improvement, supporting staff to deliver change projects to meet developing and evolving customer needs.
- Provide relevant senior level advice and guidance as required.
- Ensure services and support of the Performance team are used effectively across the department; coach, develop, support and empower the team you work with to deliver their projects, continuously improving the customer focused service.
- Deputise for Performance and Income Lead, Policy and Projects Manager and Home Ownership managers during periods of holiday or sickness absence, including attending meetings, managing budgets and expenditure, preparing and presenting reports etc.

## Role accountabilities

### Service Charge

- Manage all aspects of the annual service charge budget setting process for Leasehold Services including any required consultation.
- Manage annual service charge auditing process for Leasehold Services including any required consultation.
- Act as the key liaison between other departments and Leasehold Services in gathering the right information needed to ensure adequate and accurate recovery of costs in both budget and final account reconciliation.
- Work with auditors and others to answers questions concerning service charge
- Manage the introduction of the Ensemble service charge system and act as the administrator/super user within the department. Support an effective Ensemble platform throughout integration.
- Develop processes for Leasehold Services to set accurate service charges for new build estates
- Keep abreast of appropriate legislation and regulation affecting service charge billing processes.
- Manage the compliance of the service charge cyclical in line with regulation and legislation.
- Identify, put in place and carry out any necessary training across the department as required.

### Rent

- Oversee the annual rent setting process for Leasehold Services including any required consultation.
- Formulate rent policy for board approval and for the purpose of annual budgeting.
- Work with the wider Business Support team to ensure all rent types are compliantly set and billed including fair rents.
- Act as the point of contact for rent-setting queries in the department
- Manage all aspects of the ground rent process in accordance with policy and legislation.

### Performance/Data Analysis

- Create and maintain a quality assurance and performance indicator framework to support continuous improvement of service delivery
- Manage surveys and resident feedback; analyse results and manage action plans.
- Effectively matrix manage the PMOs across projects and performance work as required.
- Provide data analysis and reporting as required to meet business need.

## Role accountabilities

- Be the lead for finance system issues or queries.
- Be the responsible escalation point for any identified data issues across the business and put in place action plans to address.
- Develop innovative tools to motivate and empower the department to reach performance targets.

### Contract Management

- Be the contract lead for estate services contracts across Leasehold Services including liaison with other relevant colleagues and directly with contractors.
- Deal with contract issues and service complaints quickly and effectively. This will include acting on all resident and staff reports of non-compliance and setting up action plans/issuing notices where appropriate.
- In collaboration with other relevant departments, negotiate and agree contract variations where necessary. Collate and provide feedback and explore opportunities for savings and continuous improvement within contracts.
- Ensure staff are fully aware of the scope and requirements of all contracts through regular training and communication to raise awareness of how the contracts operate.
- Represent the department's requirements across any business wide procurement projects. Develop and procure new contracts as necessary, following NHG procedures and rules.
- Ensure compliant procurement of contracts and work with Policy and Projects Manager and Leasehold Managers to ensure the necessary consultation takes place.
- Put in place effective performance and contract management tools to support the successful delivery of department wide contracts.
- Work with Leasehold teams to ensure contract service costs are fed into the service charge budget process.

### General

- Represent the Commercial Services Directorate at cross-departmental meetings
- Represent NHG externally; develop and maintain NHG's reputation as appropriate and build effective relationships with relevant stakeholders.
- Lead on systems development as necessary
- Follow the financial regulations, policies and procedures at NHG.
- Ensure that you and your team follow relevant Health and Safety policies and related procedures, keeping up to date with changes and taking action to maintain personal health and safety and that of others.

## Role accountabilities

The tasks and responsibilities outlined above are not exhaustive; the post holder may undertake other duties as is reasonably required.

To do the job well, we have outlined the knowledge, experience, and skills you need to do the job.

## Personal Specification

### Experience (executive)

#### Essential

#### Desirable

### Professional expertise (know how & experience)

#### Essential

#### Desirable

- Good understanding of the relevant leasehold and housing legislation, statutory and regulatory requirements
- Experience and understanding of scrutinising and driving improvements in performance, and the ability to do this at a manager level.
- Experience of working with professionals including auditors and accountants to formulate recoverable service charges
- Experience of successfully managing and completing data analysis in order to identify areas of service improvement
- Experience of introducing and maintaining a performance reporting regime to maintain/improve service delivery

### Skills

#### Essential

#### Desirable

- Effective IT skills including ability to learn how to manage new IT systems as they are implemented
- Excellent verbal and writing skills

### Qualifications and/or professional membership

| Essential | Desirable  |
|-----------|--|
|           | <ul style="list-style-type: none"> <li>Member level IRPM or commitment to work towards this qualification within 12 months.</li> </ul> |

## NHG Expectations

NHG expectations framework outlines what we expect from our staff at the five different expectation levels we have across the organisation.

This role is an Operations Manager expectation level and therefore you should refer to the Operations Manager expectation profile in addition to this role profile.

The full NHG expectations framework is available on our external job site page and intranet, Milo.

You'll be assessed on the knowledge, experience, skills, and expectations criteria at various stages throughout the selection process.