



Role Profile

Service Lead – Planned Maintenance – Retrofit & Refurbishment

Inclusive Economy & Sustainability



SWINDON
BOROUGH COUNCIL

Role Profile: Service Lead – Planned Maintenance – Retrofit & Refurbishment	Role Profile Number: SBC_12466
Directorate/Group: Inclusive Economy & Sustainability	Reporting to: Service Manager – Planned Maintenance
grade: CFL 11	Date Prepared November 2025

Our Values

Our [Values](#) shape how we work for the people of Swindon. They guide how we make decisions, how we deliver services and how we work with our communities and partners.

Our Values are:

We SEE – people, not problems – and stay curious to understand their story.

We HEAR – each other and the people we serve

We CARE – about our colleagues, our residents and our community

We ACT – with integrity, accountability and purpose

We LEARN – from data, feedback and experience so we keep improving

These five values describe the standards we hold ourselves to as a Council, and what residents and partners can expect from us.

The Swindon Commitment

The [Swindon Commitment](#) shows how we bring our Values to life every day, in every role, across all that we do. It turns our Values into practical promises between the Council, our colleagues and the people we serve so we can work together to deliver the best possible services and support.

Created with colleagues from across the organisation, the Swindon Commitment sets out a shared understanding of how we work, lead and behave. Rooted in our five core values, it reflects how we listen to, include and respond to residents, communities and each other.

				
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people, not problems – and stay curious to understand their story.	each other and the people we serve.	about our colleagues, residents and community.	with integrity, accountability and purpose.	from data, feedback and experience to keep improving.

Job Purpose

This leadership role is pivotal in delivering a significant proportion of high-performing, customer-focused capital investment programmes across the Council's housing and corporate property portfolio. The postholder will lead a team of surveyors and oversee contractor-led delivery to ensure programmes are completed on time, within budget, and to client requirements.

The role requires strong technical knowledge of building construction and surveying, combined with programme management expertise and the ability to lead teams effectively. The postholder will ensure robust governance, health and safety compliance, and customer-focused outcomes, while supporting the Service Manager in achieving strategic objectives.

The postholder shall be accountable for the delivery of multiple major works programmes which can include decarbonisation, building safety upgrades, key component replacements and estate regeneration. The post holder will oversee workforce development and direct budget and contract management.

Key Accountabilities

- Lead the operational delivery of multiple capital works programmes, ensuring alignment with clients requests and instructions.
- Manage and develop a team of surveyors, providing clear direction, coaching, and performance management.
- Ensure full compliance with statutory housing standards, including the Decent Homes Standard, HHSRS, and the Regulator of Social Housing's Consumer Standards.
- Oversee contractor performance, ensuring compliance with technical specifications, contractual obligations, and Council policies.
- Manage a high-value capital budget, ensuring robust financial stewardship, accurate forecasting, and adherence to financial regulations.
- Establish and maintain programme governance, risk management, and performance reporting frameworks to ensure transparency, accountability, and continuous improvement.
- Ensures the team is appropriately resourced, skilled, and capable of meeting current and future portfolio demands.
- Analyse and present portfolio performance data to senior leaders, elected members, and external stakeholders to inform strategic decision-making and drive service enhancements.
- Respond to high-priority issues and complaints related to capital works, ensuring timely resolution and maintaining public confidence.
- Ensure compliance with Health & Safety legislation, including the Construction Design and Management Regulations 2015.

- Collaborate across operational and corporate services to support integrated service delivery, organisational resilience, and strategic alignment.
- Provide expert advice to Councillors, MPs, and senior stakeholders on matters relating to planned improvements, disrepair, and property investment.
- Champion a customer-focused approach, identifying and implementing service innovations that improve resident outcomes and satisfaction.
- Drive commercial awareness and operational efficiency, identifying opportunities to reduce costs, improve productivity, and maximise value from internal and external resources.
- Deputise for the Service Manager – Planned Maintenance as required, ensuring continuity of leadership and strategic direction.
- Promote the Council’s values and behaviours, contributing to a high-performing, inclusive, and forward-thinking organisational culture

Supplementary Accountabilities

- Participate in strategic partnership working with suppliers, emergency services, elected members, community groups, and other key stakeholders
- Provide visible and decisive leadership, ensuring effective communication
- Represent the Council at regional and national forums, contributing to sector-wide discussions on capital investment, compliance, and innovation in property services.
- Maintain strategic oversight of health and safety across all capital works environments, including hazardous sites, ensuring robust risk assessments, mitigation strategies, and contingency planning to safeguard staff, residents, and service continuity.
- Contribute to the development of policies, procedures, and documentation for capital programme delivery, regulatory compliance.
- Champion innovation and digital transformation within the capital works service, identifying and implementing opportunities to improve efficiency, data quality, and customer experience.
- Undertake site visits across the Borough and attend external meetings as required, representing the Council professionally and authoritatively in all capital portfolio matters.

Knowledge & Experience

Candidates must have substantial knowledge and experience in the following areas of business and will be required to provide evidence of this:

- Extensive experience in managing large-scale capital works investment programmes within a local authority or social housing context, with full accountability for delivery through external contractors.

- Proven track record of strategic contract management, including procurement, mobilisation, performance monitoring, dispute resolution, and ensuring compliance with contractual obligations and public sector procurement regulations.
- Substantial experience in the application and management of JCT forms of contract, including familiarity with contract administration, risk allocation, and dispute resolution mechanisms within capital works programmes.
- Comprehensive understanding of statutory housing standards, including the Decent Homes Standard, Housing Health and Safety Rating System (HHSRS), and the Regulator of Social Housing's Consumer Standards, and how these apply to capital works.
- Significant experience in managing high-value capital budgets, with a strong track record of financial stewardship, cost control, and compliance with financial governance frameworks.
- Proven ability to work collaboratively across internal departments, external agencies, and strategic partners to deliver integrated capital programmes and shared objectives.
- Commercially astute, with the ability to identify and implement opportunities for service efficiency, innovation, and value for money within a contractor-delivered environment.

Qualifications

- A recognised Health & Safety qualification or accreditation (e.g. NEBOSH, IOSH Managing Safely) is desirable; candidates with substantial operational health and safety experience will also be considered.
- Possession of a recognised project management qualification (e.g. PRINCE2), or equivalent experience in managing complex capital portfolios within a contractor-led delivery model is
- A degree-level qualification in a property, construction, or building-related discipline (e.g. Building Surveying, Construction Management, is desirable; equivalent knowledge and experience will be considered.
- Professional membership or accreditation with a recognised industry body (e.g. MCIQB, MRICS) is desirable; equivalent practical experience will be considered.

Decision Making

- Exercise appropriate decision-making authority across a complex service, ensuring alignment with corporate objectives, statutory obligations, and regulatory standards.
- Make expert technical decisions that directly influence the safety, compliance, and long-term performance of housing and corporate property assets.
- Prioritise and escalate decisions where there is a risk to life, serious injury, or breach of statutory duty, ensuring urgent intervention and mitigation.
- Approve specifications, contract documentation, and financial commitments within delegated authority, ensuring alignment with legal, technical, and governance frameworks.
- Influence strategic procurement and contract management approaches through technical insight, risk evaluation, and lifecycle cost analysis.

- Resolve escalated contractor performance issues, enforce contractual remedies, and ensure service continuity across complex, multi-site operations.
- Apply sound judgement in high-pressure and high-risk situations, balancing operational demands with long-term service resilience and customer outcomes.
- Lead formal decision-making processes relating to staff performance, capability, and conduct, including disciplinary action and dismissal, in accordance with Council policies and employment law

Creativity and Innovation

- Contribute to the identification and implementation of innovative technical solutions that enhance service delivery, regulatory compliance, and the long-term performance of the service.
- Promote and influence the adoption of modern materials, methods, and digital technologies—including mobile working, real-time data tools, and asset management systems—to drive operational efficiency, workforce productivity, and customer satisfaction.
- Use performance data and trend analysis to challenge existing practices, identify service gaps, and recommend improvements to policies, standards, and delivery models.
- Contribute to continuous improvement and learning across the service

<p><u>Job Scope</u></p> <p>Number and types of jobs managed. 100 - 2000 Visits/Customer interactions p/a 6-8 FTE's Programme management</p> <p>Typical tasks supervised/allocated to others. Contract Administration Budget Management c£20-25m PA Project management, Contract Administration Pre and post inspections Rasing of works orders</p>	<p>Budget Holder:</p> <p>Asset Responsibility:</p>	<p>Yes</p> <p>C £3-5m P/A</p> <p>Various operational assets and equipment</p>
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Contacts and Relationships

- Collaborate with officers across housing, property, legal, finance, compliance, and health and safety teams to ensure technical decisions, service delivery, and strategic planning are aligned with corporate objectives, statutory obligations, and regulatory frameworks.

- Influence internal and external stakeholders and decision-makers by providing expert advice, technical insight, and strategic recommendations that shape service direction, investment priorities, and risk management approaches.
- Build and maintain effective relationships with tenants, leaseholders, and members of the public, communicating complex technical issues with clarity and empathy to support resolution and maintain confidence in the service.
- Represent the Council in multi-agency forums, regulatory inspections, and strategic partnerships, ensuring technical credibility and alignment with external standards.
- Build and maintain effective relationships with contractors, suppliers, consultants, and internal teams to ensure contract strategies support wider organisational goals.

Values and Behaviours

We strive to underpin our culture of being 'At our Best' through strong management and authentic leadership. This means getting the management basics right. We own and demonstrate accountability, both individually and collectively, and aim to get things right first time. Building on this we also expect everyone at SBC to demonstrate and live our organisational values and behaviours, by displaying:

- Accountability at all levels
- Customer care and pride in what we do
- Continuous learning and evaluation
- Valuing one another and the contribution each of us makes

The postholder will be required to observe and fulfil the seven principles of public life (also known as the Nolan Principles):

- Selflessness - *Holders of public office should act solely in terms of the public interest.*
- Integrity - *Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.*
- Objectivity - *Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.*
- Accountability - *Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.*
- Openness - *Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.*
- Honesty - *Holders of public office should be truthful.*
- Leadership - *Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.*

Other key requirements of the role

The post holder will:

- be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.
- be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.
- Team player capable of influencing and working within cross-functional teams at all levels.
- Ability to make site visits throughout the Borough and attend meetings outside the Borough.

This is a not a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990.

Employee Name: Enter name here	Employee Signature:
Date: Enter date here	<i>Sign here</i>
Line Manager: Enter name here	Line Manager Signature:
Date: Enter date here	<i>Sign here</i>

