



## Role Profile

Service Manager – Compliance  
*Inclusive Economy & Sustainability*

<b>Role Profile:</b> Service Manager – Compliance	<b>Role Profile Number:</b> SBC_12454
<b>Directorate/Group:</b> Inclusive Economy & Sustainability	<b>Reporting to:</b> Head of Housing & Corporate Repairs
<b>Grade:</b> CFL 12	<b>Date Prepared:</b> 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.

				
<b>We See</b>	<b>We Hear</b>	<b>We Care</b>	<b>We Act</b>	<b>We Learn</b>
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 shaping and delivering a high-performing, customer-focused compliance service across the Council's housing and corporate property portfolio. The postholder will lead the strategic and operational delivery of compliance assessment and remedial works, ensuring that they are delivered to time, cost, and quality standards, and that properties meet legal requirements, regulatory expectations, and requirements as directed by clients.

The postholder will be accountable for all compliance tests and remedial delivery including the big six areas: gas, electrical, asbestos, lifts, water, and fire. As a senior leader, the role demands expert technical knowledge in compliance, alongside strong leadership and the ability to influence and collaborate across the organisation and with external stakeholders, including the Regulator of Social Housing, the Housing Ombudsman, and the Health and Safety Executive.

The majority of compliance activity is delivered through external contractors, and the postholder will be responsible for leading the strategy on commissioning, managing, and assuring performance across multiple specialist contracts and frameworks. Operating at a strategic level, the postholder will lead the development and implementation of compliance programmes, ensuring that risk assessments, servicing, and remedial works are delivered to the highest standards of safety, quality, and regulatory compliance. They will ensure that all statutory obligations are met, and that the Council remains inspection-ready and responsive to scrutiny.

Critically, the post holder will provide robust check and challenge across all areas of compliance delivery, demonstrating the confidence to ask difficult questions, hold contractors and colleagues to account, and apply the "three whys" approach to uncover root causes and drive continuous improvement.

## **Key Accountabilities**

- Provide strategic leadership and operational oversight of the Council's property compliance service across housing and corporate assets, ensuring quality delivery through external contractors; and where applicable through internal repair and capital works teams.
- Lead the development and implementation of compliance delivery strategies, policies, and procedures that ensure statutory and regulatory obligations are met across the six key safety areas: gas, electrical, asbestos, lifts (LOLER), water hygiene, and fire safety.
- Commission, mobilise, and manage specialist compliance contracts and frameworks, ensuring value for money, quality assurance, and adherence to procurement regulations and contractual obligations.
- Ensure the highest levels of data integrity across all compliance functions, overseeing the timely and accurate updating of asset management and compliance systems to support reporting, decision-making, and regulatory assurance.

- Provide robust check and challenge across all areas of compliance delivery, demonstrating the confidence to ask difficult questions, hold contractors and colleagues to account, and apply the “three whys” approach to uncover root causes and drive continuous improvement.
- Maintain oversight of contractor performance, ensuring delivery against technical specifications, service standards, and legal requirements; and where required seek independent assurance.
- Lead on oversight to ensure all statutory risk assessments and remedial works are completed within required timeframes, with robust systems in place for monitoring, escalation, and reporting.
- Manage a significant compliance budget, ensuring accurate forecasting, financial stewardship, and alignment with corporate financial regulations.
- Establish and maintain governance, risk management, and performance reporting frameworks to ensure transparency, accountability, and continuous improvement.
- Lead internal teams and external delivery partners, fostering a culture of safety, professionalism, and service excellence.
- Ensure the service is inspection-ready and responsive to scrutiny from regulatory bodies such as the Regulator of Social Housing, Health and Safety Executive, and Fire & Rescue Services.
- Analyse and present compliance performance data to senior leaders, elected members, and external stakeholders to inform strategic decision-making and drive service enhancements.
- Respond to high-priority compliance issues and complaints, ensuring timely resolution and maintaining public confidence in the safety of the Council’s property portfolio.
- Ensure full 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 property compliance, building safety, and statutory obligations.
- Champion a customer-focused approach, identifying and implementing service innovations that improve resident safety, engagement, 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 Head of Housing & Corporate Repairs 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**

- Lead strategic partnership working with compliance contractors, emergency services, elected members, regulatory bodies, and community stakeholders to ensure coordinated responses to urgent and complex safety-related property issues.
- Provide visible and decisive leadership during critical compliance incidents, ensuring effective communication, rapid decision-making, and coordinated action across internal teams and external partners.
- Represent the Council at regional and national forums, contributing to sector-wide discussions on property compliance, building safety, and innovation in compliance service delivery.
- Maintain strategic oversight of health and safety across all compliance environments, including high-risk and hazardous sites, ensuring robust risk assessments, mitigation strategies, and contingency planning to safeguard staff, residents, and service continuity.
- Lead the development of policies, procedures, and documentation that support statutory compliance, regulatory assurance, and legal defensibility across the six key safety areas.
- Provide expert input into legal proceedings and dispute resolution relating to contractor performance, statutory non-compliance, and property-related safety risks.
- Ensure the compliance service is responsive to political priorities, including managing high-profile cases and providing strategic briefings to senior officers, elected members, and MPs.
- Champion innovation and digital transformation within the compliance service, identifying and implementing opportunities to improve efficiency, data quality, and customer experience.
- Ensure the service remains agile and responsive to legislative changes, regulatory reform, and evolving customer expectations, adapting delivery models and compliance strategies accordingly.
- Undertake site visits across the Borough and attend external meetings as required, representing the Council professionally and authoritatively in all matters relating to property compliance.

## **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 leading and managing statutory compliance delivery programmes in a social landlord or local authority setting, with full accountability for multiple compliance disciplines.
- Proven track record in the strategic management of compliance-related contracts, including procurement, mobilisation, performance oversight, contract administration, risk allocation, ensuring full compliance with contractual obligations and public sector regulations.

- Expert understanding of statutory obligations and best practice across the six key compliance areas: gas safety, electrical safety, asbestos management, lift safety (LOLER), water hygiene, and fire safety.
- Demonstrated ability to lead service transformation and change programmes, delivering improved operational efficiency, enhanced safety outcomes, and measurable performance improvements through contractor-led delivery models.
- Significant experience in managing high-value compliance budgets, with a strong track record of financial stewardship, cost control, and adherence to financial governance frameworks.
- Proven ability to work collaboratively across internal departments, external agencies, and strategic partners to deliver integrated compliance 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 compliance environment.
- Strong understanding of technology-enabled compliance management, including the use of real-time data, asset systems, and digital platforms to monitor contractor performance and ensure regulatory assurance.
- Experience in providing expert advice to senior stakeholders, elected members, and legal teams on matters relating to statutory compliance, contractor performance, and safety-related legal proceedings.

### **Qualifications**

- A degree-level qualification in a property, building services, engineering, or compliance-related discipline (e.g. Building Surveying, Mechanical or Electrical Engineering, Fire Safety Engineering, Environmental Health, or Facilities Management); equivalent knowledge and substantial experience across one or more of the main six compliance areas (gas safety, electrical safety, asbestos management, lift safety, water hygiene, and fire safety) will be considered.
- 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.
- Evidence of continued professional development and leadership training relevant to senior operational or strategic management roles is desirable.
- Professional membership or accreditation with a recognised industry body (e.g. IWFM, IOSH, IFE) relevant to one or more of the six compliance areas is desirable; equivalent practical experience will be considered.

### **Decision Making**

- Exercise strategic and autonomous 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 compliance decisions and procurement 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**

- Lead 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.
- Lead on strategic service development initiatives, ensuring that technical innovations align with organisational priorities, statutory obligations, and sector best practice.
- Lead on continuous improvement and learning across the service, empowering teams to test new approaches, share ideas, and embed innovation into day-to-day operations.

<p><b><u>Job Scope</u></b></p> <p><b>Number and types of jobs managed.</b>  5000 Visits/Customer interactions p/a  6-8 FTE's  Second line of defence</p> <ul style="list-style-type: none"> <li>• Develop frameworks, standards, and procedures.</li> <li>• Provide guidance and monitor adherence.</li> <li>• Review data, conduct audits, and challenge the first line.</li> <li>• Ensure risks are identified, assessed, and escalated appropriately.</li> </ul> <p><b>Typical tasks supervised/allocated to others.</b></p> <ul style="list-style-type: none"> <li>• Subject matter expertise for 6 compliance areas, associated programme of assessment and remedial activity.</li> <li>• Programme, contractor and administrative duty management.</li> </ul> <p>First Line of defence:</p> <ul style="list-style-type: none"> <li>• Identifying and assessing risks related to statutory compliance.</li> <li>• Ensuring controls are in place (e.g. servicing schedules, contractor performance monitoring).</li> <li>• Maintaining accurate records and data to demonstrate compliance.</li> <li>• Responding to issues or failures in real time and escalating where necessary.</li> <li>• Ensuring contractors deliver services in line with legal and contractual obligations.</li> </ul>	<p><b>Budget Holder:</b></p> <p><b>Asset Responsibility:</b></p>	<p>Yes</p> <p>C £3-5m P/A</p> <p>Various operational assets and equipment</p>
-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------	-------------------------------------------------------------------------------

**Contacts and Relationships**

- Collaborate with senior 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.

### **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.

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

