



Role Profile

Service Manager - Voids
Inclusive Economy & Sustainability



Role Profile: Service Manager - Voids	Role Profile Number: SBC_12455
Directorate/Group: Inclusive Economy & Sustainability	Reporting to: Head of Housing & Corporate Repairs
Grade: CFL 12	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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Job Purpose

This leadership role is pivotal in shaping and delivering a high-performing, customer-focused voids service across the Council's housing portfolio. As the service manager for voids, the postholder will be responsible for the end-to-end management of the void turnaround service, ensuring timely re-let of homes to minimise rent loss and meet housing demand, while maintaining compliance with statutory housing standards, regulatory frameworks, and internal client expectations.

Operating at a senior level within the organisation, the role requires expert knowledge of housing asset management, building safety, and voids lifecycle processes. The postholder will lead a multidisciplinary team, including direct labour operatives and contractors. This includes overseeing inspections, repairs, and lettable standard compliance, while embedding a culture of continuous improvement and innovation. The postholder will be accountable for service performance, workforce development, budget management, and continuous improvement, driving innovation and excellence in service delivery. This role also plays a key role in regulatory inspections, contract management, and strategic planning.

Key Accountabilities

- Provide strategic leadership and operational management of the Council's Voids Turnaround Service, ensuring the effective delivery of approximately 600 property turnarounds. Ensure all works meet required standards and contribute to timely property re-let, minimising rent loss and improving housing availability.
- Ensure the service operates in full compliance with statutory housing standards, including the Decent Homes Standard, the Housing Health and Safety Rating System (HHSRS), and the Regulator of Social Housing's Consumer Standards. Maintain a proactive approach to regulatory readiness and ensure the service responds effectively to external scrutiny.
- Lead the development and implementation of service strategies, policies, and procedures that promote continuous improvement, operational efficiency, and high levels of customer satisfaction. Embed a performance-driven culture that supports innovation and service transformation.
- Develop and deliver a robust workforce strategy that ensures the service is appropriately resourced, skilled, and motivated to meet current and future operational demands. Promote a culture of professionalism, safety, and continuous learning.
- Provide effective leadership to managers, technical officers, and operational teams, fostering a culture of accountability, performance excellence, and staff development. Ensure clear communication of expectations and support the delivery of high-quality outcomes.
- Oversee the development and implementation of service improvement plans and risk registers, ensuring alignment with corporate objectives and regulatory requirements. Monitor and mitigate risks to service delivery and reputation.

- Manage a complex and high-value budget exceeding £3 million, ensuring financial stewardship, accurate forecasting, and compliance with Council financial regulations. Drive commercial awareness and identify opportunities to improve productivity and maximise value.
- Lead procurement and contract management of specialist housing maintenance services where required, ensuring value for money, quality assurance, and compliance with Contract Standing Orders and procurement legislation.
- Establish and maintain robust performance management frameworks, including KPIs, SLAs, and quality standards. Ensure regular audits and inspections are used to drive service improvement and maintain high standards.
- Analyse and present performance data to client teams, senior leaders, elected members, and external bodies. Use insights to inform strategic decisions, improve service delivery, and support transparency and accountability.
- Respond to high-priority issues raised by tenants, elected members, and the public, ensuring timely resolution and maintaining public confidence in the service. Promote a responsive and customer-focused approach to service delivery.
- Champion service innovation and customer engagement, identifying and implementing improvements that enhance outcomes and satisfaction. Ensure the service reflects the needs and expectations of residents and stakeholders.
- Ensure full compliance with Health & Safety legislation, including the Construction Design and Management Regulations 2015. Act as Principal Contractor where required and promote a culture of safety and risk awareness across the service.
- Deputise for the Head of Housing & Corporate Repairs as required, providing continuity of leadership and strategic direction. Support corporate decision-making and contribute to wider service planning and delivery.
- Provide specialist advice to Councillors, MPs, and senior stakeholders on matters relating to housing repairs, disrepair, and property maintenance. Lead on the resolution of complex complaints and ensure appropriate responses are provided.
- Collaborate across operational areas and corporate services to support integrated service delivery and organisational resilience. Build effective partnerships that enhance service outcomes and support strategic objectives.
- Lead by example, demonstrating the Council's values and behaviours. Contribute to a high-performing, inclusive, and forward-thinking organisational culture that supports staff wellbeing and professional growth.
- Drive operational efficiency and commercial awareness across the service, identifying opportunities to reduce costs, improve productivity, and maximise value from internal and external resources.

Supplementary Accountabilities

- Lead partnership working with emergency services, elected members, community groups, and other key stakeholders to ensure coordinated responses to urgent and complex property-related issues.
- Provide visible leadership, ensuring rapid decision-making and effective communication across internal and external partners.
- Represent the Council at regional and national forums, contributing to sector-wide discussions on empty homes.
- Maintain strategic oversight of health and safety across all operational environments, including hazardous sites, ensuring that robust risk assessments, mitigation strategies, and contingency plans are in place to safeguard staff, residents, and service continuity during incidents or disruptions.
- Lead the development of policies, procedures, and documentation that support service delivery, regulatory compliance.
- Provide expert input into legal proceedings and dispute resolution relating to housing disrepair, construction defects, and contractor performance.
- Ensure the service is responsive to political priorities, including managing high-profile cases and providing briefings to senior officers, elected members, and MPs.
- Champion innovation and digital transformation within the service, identifying opportunities to improve efficiency, data quality, and customer experience.
- Ensure the service is agile and responsive to change, including legislative updates, regulatory reform, and evolving customer expectations.
- Make site visits across the Borough and attend meetings outside the Borough as required, representing the Council professionally and authoritatively.

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 successfully leading and managing large operational maintenance/void teams, including significant numbers of indirect reports and frontline staff, within a local authority or social housing environment.
- 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.

- Demonstrated ability to lead service transformation and change management programmes, delivering improved operational efficiency, enhanced customer outcomes, and measurable performance improvements.
- Significant experience in managing high-value budgets and financial resources, with a strong track record of delivering cost-effective services and ensuring compliance with financial governance frameworks.
- Proven ability to work collaboratively across internal departments, external agencies, and strategic partners to deliver integrated services and shared objectives.
- Commercially aware, with the ability to identify and implement opportunities for service efficiency, value for money, and innovation within a public sector context.
- Strong understanding of technology-enabled service delivery, including the use of real-time data, scheduling systems, and mobile applications to support field-based teams and improve customer outcomes.

Qualifications

- 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 and expertise will be accepted.
- 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.

Decision Making

- Exercise strategic and autonomous decision-making authority across a complex, multi-disciplinary voids 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 investment 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><u>Job Scope</u></p> <p>Number and types of jobs managed. C600 void turnarounds P/A 6-10 FTE's</p> <p>Typical tasks supervised/allocated to others. Direct Line management of front-line staff no's 30 - 50 Direct delivery of void works Contractor delivered works Quality Checks and Verification Pre & Post surveys</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 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.

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>

