



**SWINDON**  
BOROUGH COUNCIL

## Role Profile

<b>Job Title:</b> Head of Tenancy Services	<b>Role Profile Number:</b> P/A
<b>Grade:</b> T	<b>Date Prepared:</b> January 2021
<b>Directorate/Group:</b> Adult Social Care, Health and Housing	<b>Reporting to:</b> Director of Housing
<b>Structure Chart attached:</b>	No

### Job Purpose

As a Head of Service you will lead a diverse range of teams whilst also providing and developing housing sector insights that continue to ensure our customers come first in all aspects of the Housing Service. You will provide input into the key strategic aims of the Service as well as the wider priorities set by the Council. You will be politically astute, advising and supporting Members of the Council both at Ward and Cabinet level.

This is a key role that will enable the Council, as a Registered Provider of social housing, to be in a state of readiness for closer statutory scrutiny by the Regulator for Social Housing as set out in *The Charter for Social Housing Residents*, specifically :

- Responsible for leading, developing and implementing strategies, policies, procedures and statutory obligations relating to estate and tenancy management for Swindon Borough Council. This includes the front line teams providing tenancy services to general needs, sheltered and supported (homeless) housing, neighbourhood wardens, rent collection and arrears, anti-social behaviour.
- Provide a pivotal link across the wider Council and external partners.
- The Head of Tenancy Services is a member of the Housing Heads of Service team, a senior qualified professional who will deputise for the Director of Housing as required.

### Key Accountabilities

- Strategic lead for all matters relating to council tenancies, including types of tenancies and conditions that the Council offers.
- Leader of complex teams providing diverse general and specialist services to approximately 10,000 homes and tenancies.

- Strategic lead for all matters in relation to the collection and management of the significant annual rent and housing related charges of approximately £50million. Ensure a focus on early intervention and prevention to prevent evictions.
- Direct senior managers within Tenancy Services so that they deliver compliant landlord Consumer Standards and the Regulator of Social Housing's Code of Practice.
- Ensure all processes and procedures are followed in compliance of fire safety and other high risks, to drive a "culture of safety" in accordance with the Charter for Social Housing Residents, particularly in relation to buildings occupied by many residents such as sheltered housing, homelessness accommodation and high rise blocks.
- Oversee the managers responsible for teams that ensure tenants comply with their conditions of tenancy and take appropriate action where breaches occur. Oversee tenancy management issues including succession, absconds, tenancy fraud, urgent tenant moves, tenancy sign up and tenancy audits, etc.
- Ensure the landlord service is a proactive partner within the Community Safety partnership and specifically ensure teams work closely with the Police and other agencies to maintain safe communities and homes and tackle ASB.
- Direct the strategic and unique Homeline (24/7) service in partnership with Adult Social Care. Ensure that managers keep up to date on the latest technology in relation to telecare to meet emerging needs.
- Ensure appropriate support is delivered to homeless families living in Supported Housing; ensuring partnership working with social services and a focus on preparing residents to be 'tenancy ready' so as to make best use of the limited temporary housing available.
- Direct the priorities of the front line neighbourhood warden service ensuring blocks of flats are inspected for safety and our estates are in good order whilst fostering important community links with tenants.
- Direct the delivery of services to sheltered housing and ensuring that staffing arrangements are modernised and the latest technology is utilised.
- To identify, prioritise and develop innovative ideas and opportunities for housing customers to improve service delivery.
- Constantly review the way services are delivered. Responsible for changes to service delivery that can impact 10,000 tenants and large staff teams.
- Represent Housing on key project work in relation to the Council's priorities specifically in relation to social care, community health and community safety.
- To be the principal lead for the Housing Service on Placed Based working, maximising the landlord resource for the benefit for the wider community and ensuring all steps are taken to contribute towards a place that residents are proud to call their neighbourhood.
- To set challenging performance targets in relation to Tenancy Services in partnership with housing customers.

### **Supplementary Accountabilities**

- To work with all relevant statutory and voluntary agencies to represent Council policy and the interests of all housing customers.

- Manage formal responses to Members of Parliament, Members of the Council and the public and ensure the replies are sent within the targets set by the Council.
- Manage all applicable budgets and control expenditure strictly in accordance with delegated authority and the Council's Financial Regulations.
- Recruit, motivate and develop staff within the team to maintain an effective workforce capable of meeting the Council's Vision and behaviours.
- Manage and implement existing and any new council policies, procedures and other statutory obligations across housing.
- Participate in equality and diversity training, information briefings and events as and when required as part of continuous professional development.
- Promote equality and diversity best practice in all areas of work.
- Ensure that any identified personal training needs are discussed with your immediate Manager, including being appraised in accordance with the Council's Performance Appraisal scheme.
- Undertaking any other duties that can be accommodated within the grading level of the post.

### **Knowledge & Experience**

- Senior role within a housing organisation.
- Significant experience of managing budgets.
- Significant experience of rent and arrears collection at a senior level.
- Detailed knowledge of social housing and the duties of local authority/housing association as landlords at a senior level.
- Significant experience of managing staff in a senior role.
- Experience of introducing new services and implementing change.
- Significant experience of dealing with elected members (or equivalent) and senior staff.
- Report writing and presenting reports.
- Strong influencing skills at all levels.
- Innovative and able to recognise and develop potential for doing things differently.
- Ability to travel throughout the Borough of Swindon.

### **Preferred**

- Experience of Microsoft packages and operational knowledge of a landlord information system application.
- Significant experience of multi-agency working.

### **Qualifications**

- Chartered Institute of Housing qualified (Level 5 or above) or equivalent.
- Chartered Member of the Institute of Housing (preferable).
- Degree level or equivalent.

### **Decision Making**

- Developing, managing and making decisions on processes and procedures and implementation of policies
- Management and recruitment of staff and allocation of workload
- Recommendations of policy changes to Cabinet Member and Director of Housing
- Changes to working practices, introducing new services and posts.
- Producing policies, writing reports.
- Giving specialist and general housing advice, presenting information to formal meetings and groups, influencing policy, negotiating on behalf of the Council
- Working collaboratively with external and internal partners and community groups to help solve complex household and neighbourhood challenges.

### **Creativity and Innovation**

- Ability to work under pressure, making on the spot decisions and decisions that will have impact for the long terms.
- Challenges current policy, procedures and staffing arrangements to ensure services adapt to changing priorities and keeps up with housing sector good practice. Implement change.

<p><b><u>Job Scope</u></b></p> <p><b>Number and types of jobs directly managed</b></p> <ul style="list-style-type: none"><li>• Direct reports x7 Grade R posts with approximately 130 staff in total</li></ul> <p><b>Typical tasks supervised/allocated to others</b></p> <ul style="list-style-type: none"><li>• Day to day delivery of arrears collection strategy</li><li>• Management of front line staff and junior managers/supervisors</li><li>• Fire safety inspections</li><li>• Safeguarding of vulnerable residents</li><li>• Liaison with the police to reduce crime and ASB</li></ul>	<p><b>Budget Holder</b></p> <p><b>Responsibility</b></p> <p><b>Asset Responsibility</b></p>	<p>Yes</p> <p>Responsible for £50 million rent collection and rent arrears in excess of £1m.</p> <p>Significant responsibilities in day-to-day fire/ health and safety of major assets including sheltered housing and high rise blocks.</p>
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**Contacts and Relationships**

- Producing policies, writing complex reports and business cases
- Giving specialist and general housing advice to the organisation, presenting information to formal groups including elected Members and committees, influencing policy, negotiating on behalf of the Council
- Working in a collaborative manner with external and internal customers
- Working with tenants and other community groups to help solve complex neighbourhood challenges
- Frequent and direct contact with key internal and external agencies
- Influence colleagues, manager and other senior managers
- A close working relationship with ward members

**Other Key Features of the role**

Occasionally may be required to work outside normal working hours. Some limited lone working. At times may have to deal with residents who are aggressive or verbally abusive.

<b>Employee Signature:</b>	Print Name:
<b>Date:</b>	
<b>Line Managers Signature:</b>	Print Name:
<b>Date:</b>	