



**SWINDON**  
BOROUGH COUNCIL

## Role Profile

<b>Job Title:</b> Head of Housing Customer Services	<b>Role Profile Number:</b> SBC_11915
<b>Grade:</b> <b>Salary:</b>	<b>Date Prepared:</b> 7 August 2023
<b>Directorate/Group:</b> Adult Social Care, Public Health and Housing	<b>Reporting to:</b> Director of Housing
<b>Structure Chart attached:</b>	No

### Job Purpose

As a Head of the Service you will take a lead for 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 service wide leadership to ensure the landlord function for our social housing complies with legislation and regulation including the Regulator of Social Housing's Consumer Standards. You will form part of the Senior Leadership Team preparing our response to regulatory inspection.

You will lead on the key strategic aims of the Housing Management Service as well as delivering the wider related housing aspects of priorities set by the Council. Supporting the delivery of the Council's 3 Missions, to Combat Inequality, Build Back a Better Swindon and Achieve Net Zero. You will be politically astute, advising and supporting Members of the Council both at Ward and Cabinet level. This role works with the Director of Housing and the Senior Housing Leadership Team to develop new operating processes both within your own operational field and providing support and leadership to others to improve their operational activities.

You will provide leadership to the Enterprise Works supported employment function operated by the Council to ensure it operates with targets and employee experience positive outcomes.

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.

Specifically, you will:

- Lead the strategic transformation and business development of the Housing Service and set priorities on a medium to long term basis
- Provide a pivotal link across the wider Council and external partners
- Set out a road map that enables the Service to receive a successful external inspection from the Regulator

- Lead the following key customer focused teams: the Housing Neighbourhood Teams; The Housing Enforcement Team, Sheltered Housing; Income Recovery Team; Neighbourhood Wardens and the management of the Garage service, ensuring strategic aims and expected outcomes are co-produced with customers
- Strategic lead for all matters relating to council tenancies, including and in co-production with, reviewing the full customer offer set out in the “Tenant’s Handbook”
- The post holder is a member of the Housing Senior Leadership Team, a senior appropriately qualified professional who will deputise for the Director of Housing as required

### **Key Accountabilities**

- To identify, prioritise, and develop innovative ideas and opportunities to improve service delivery
- 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
- Deliver and maintain a customer profile of the Council’s tenants, achieved by survey, tenancy audits and best use of all available community data to ensure our services are focused on the needs of our customers
- 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 and high-rise blocks
- To play a pivotal role working together at a senior level on aligned policies with Adult Social Care and Children Services
- Lead, develop and promote a culture of professionalism of all staff, contributing to the development of a strategic approach to staff learning and development within the service area
- Support the development of the co-regulatory framework between the Housing Service and customers to comply with the Social Housing (Regulation) Act 2023
- Ensure appropriate support is delivered to homeless families living in council housing; preparing residents to be ‘tenancy ready’ so as to make best use of the limited temporary housing available
- To lead a successful neighbourhood housing service that is embedded within the communities the teams serve, understands the communities they serve and makes best use of all community assets including the greatest asset, residents themselves
- To review the quality and performance of the service monthly, including customer complaints and compliments for Housing Management
- To ensure there are thorough and timely responses by all teams to the Housing Ombudsman, regularly reviewing themes arising from complaints escalated to and lessons learned from the Ombudsman Service
- To work with all statutory and voluntary agencies as relevant and to represent Housing at case conferences, panels, Policy Committees and similar forums to give advice on housing and present reports as required
- Work with wide responsibility across the relevant Borough-wide Strategic Partnerships to improve joint working

## **Supplementary Accountabilities**

- 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 values and behaviours
- Manage and implement existing and any new council policies, procedures and other statutory obligations across housing
- Lead on strengthening the housing landlord approach to support those tenants who are struggling with hoarding, for their own mental well-being, safety and the safety of the property and their neighbours
- 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 Line 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**

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

- Senior role within a housing organisation
- Significant experience of managing budgets
- Deep expertise in their area, in addition to deep knowledge of policy issues in social housing and developments/emerging trends in the broader social housing and public sector
- Ability to scan the long-term horizon and understand implications of broader national, regional and local government trends for the service
- Ability to conduct systematic reviews of the application of risk management policies, procedures, and systems across a unit/department/function and of making evidence-based recommendations on appropriate improvements or amendments
- A proven commitment to partnership working and engaging service users in service development
- Significant experience of managing staff in a senior role
- Strong organisational and political awareness, drawing on experience of working with elected members and interest groups to build consensus and shape services
- Report writing and presenting reports
- Significant experience of working with tenant or resident groups

- Ability to influence and change behaviour, inspiring others to work towards a vision, through effective relationships building across the Directorate and wider organisation, and with external partners
- Strong influencing skills at all levels
- Innovative and ability to recognise and develop potential for doing things differently

### **Preferred**

- Experience of equal opportunity issues
- Experience of Microsoft packages and operational knowledge of a landlord information system application
- Significant experience of involvement with multi agency strategic partnership meetings including Children and Vulnerable Adults
- Management qualification

### **Qualifications**

- Professionally qualified with a Level 5 or above Chartered Institute of Housing qualification or equivalent
- Chartered Member of the Institute of Housing or equivalent
- Current Driving Licence

### **Decision Making**

- Managing and making decisions on processes and procedures and implementation of policies
- Management of staff and allocation of workload
- Recommendations of policy changes to Cabinet Member and Director of Housing
- Staff recruitment
- Changes to working practices
- Contract management

### **Creativity and Innovation**

- Improving practices and performance
- Communications to customers including using social media and website
- Staff development



**At Swindon what we do really matters**

We love ‘our’ Swindon. We want the best for it. We turn up each and every day to have impact, a place and people to be proud of.

**At Swindon we do things right**

We are accountable to our residents and ourselves to make the best decisions we can, to try new things to make Swindon thrive now and in the future.

**At Swindon we make it happen together**

We work together, with our communities, across the Council and with our partners to get the best we can collectively for Swindon.

We will deliver this through a commitment to our behaviours which are:

- Delivering performance and results
- Collaborating and innovating
- Leading self and others

**Other Key Features of the role**

(working environment / emotional / conditions i.e. regular outside work, unpleasant or hazardous conditions, practical demands such as standing, carrying or working in constrained positions, potential verbal abuse and aggression from people, or risk of injury).

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