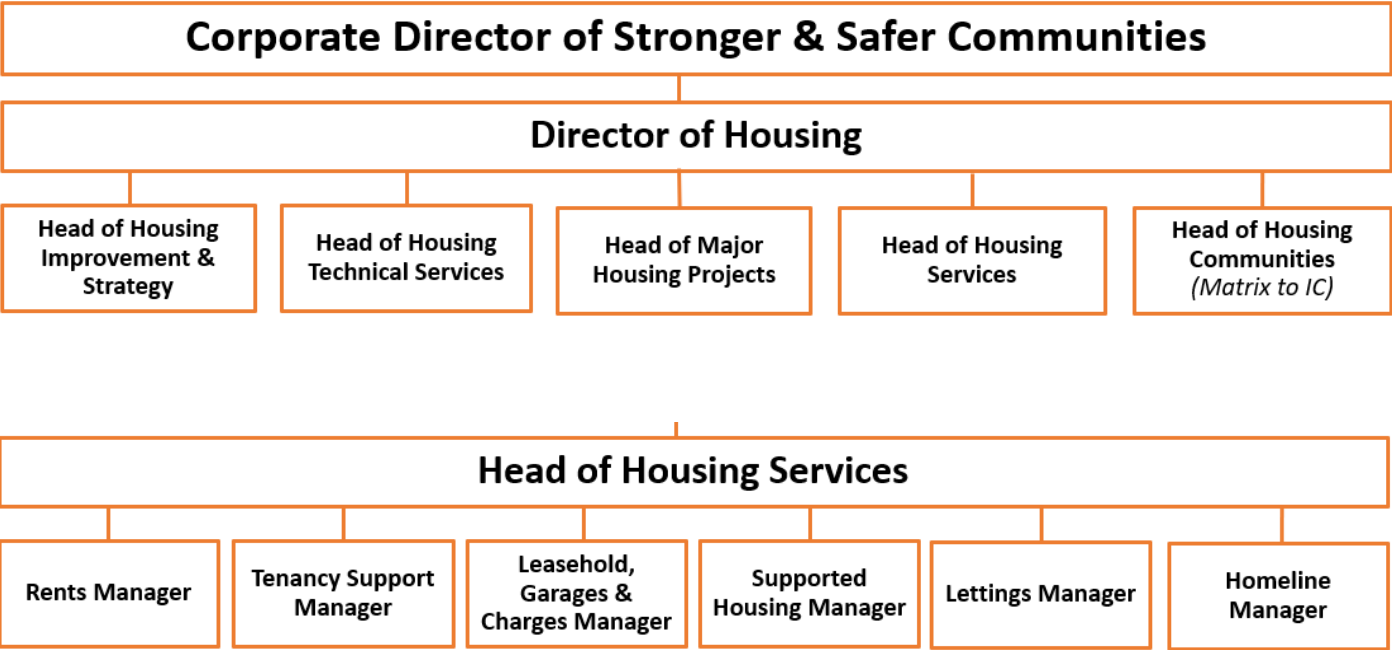


# ROLE PROFILE

<b>Title:</b>	Head of Housing Services		
<b>Career Family:</b>	Facilitating the Council	<b>Date:</b>	13 April 2025
<b>Career Family Level:</b>	CFL 13	<b>Reference:</b>	SBC_12340
<b>Reports to (Job Title):</b>	Service Director of Housing & Homelessness		
<b>Structure chart:</b>	Yes		



**Purpose:**

As the Head of Housing Services, you will lead the strategic and operational management of a diverse range of housing functions, ensuring excellent service delivery, regulatory compliance, tenant engagement, and continuous improvement. You will provide leadership and direction to the following service areas:

- Rents
- Leasehold Management
- Supported Housing
- Lettings
- Garages
- Homeline
- Tenancy Sustainment (including financial advice and hoarding support).

This role plays a critical part in supporting safe, sustainable communities, enhancing resident wellbeing, and shaping service delivery in line with both corporate priorities and statutory duties.

To be an active part of the Housing Senior Leadership Team and Stronger and Safer Communities Directorate, implementing the Swindon Plan, the Housing Improvement Plan, and supporting the delivery of corporate strategies.

Leading a diverse range of teams and activities to develop and implement the Council's strategic approach and political priorities in relation to the provision of outstanding landlord services. Promoting innovation, efficiency and customer focus in the delivery of housing management for over 10,000 social homes.

As a Head of 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.

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.

**Key responsibilities and accountabilities:**

The post holder is a member of the Housing Senior Leadership Team and Stronger and Safer Communities Directorate, and be a qualified professional who may deputise for the Director of Housing as required.

**Strategic Leadership & Management**

- Provide strategic direction and operational leadership across Rents, Leasehold Management, Supported Housing, Gypsy and Traveller Services, Lettings, Garages, and Tenancy Sustainment.

- Lead and inspire multi-disciplinary teams to deliver high-quality, customer-focused services that meet the diverse needs of residents.
- Contribute to the development and implementation of the council's Housing Strategy and wider corporate objectives.
- Ensure services are compliant with legal, regulatory, and policy requirements, including those set by the Regulator of Social Housing.
- Ensure high-quality service provision, performance monitoring, and compliance with statutory and regulatory frameworks.
- Drive a customer-first approach that supports tenancy sustainment and resident wellbeing.
- Lead on the setting and collecting of agreed performance targets, including any Government returns.
- Ensure effective communication with tenants on service changes, rights, responsibilities, and available support.

### **Rents team**

- Lead the strategic management of rent collection and arrears recovery.
- Ensure income is maximised through efficient and sensitive collection methods.
- Oversee the implementation of rent setting policies in line with legal frameworks.
- Monitor rent account performance, ensuring value for money and high collection rates.
- Ensure year end and budget setting responsibilities are completed in a timely manner.

### **Leasehold**

- Ensure effective management of leasehold properties including service charge collection and dispute resolution.
- Oversee statutory consultation processes and uphold leaseholder rights and responsibilities.
- Promote clear communication and engagement with leaseholders, including resident forums and service reviews.
- Lead on service charge budgeting and financial reconciliation processes.

### **Supported Housing**

- Manage the provision of high-quality supported housing services for vulnerable residents, including those with disabilities, mental health needs or experiencing homelessness.
- Ensure housing support services are person-centred, inclusive, and promote independence.
- Lead on partnership working with adult social care, health services and third-sector providers.
- Maintain compliance with safeguarding responsibilities and housing-related support contracts.

### **Lettings**

- Oversee fair and efficient allocations through the Council's housing register and choice-based lettings system.
- Ensure compliance with statutory duties on homelessness and allocations policy.
- Lead on reducing void turnaround times and improving tenancy sustainment from the outset.
- Promote transparency, equity and customer satisfaction within the lettings process.

### **Garages**

- Manage the strategic use of the Council's garage stock, balancing income generation with community needs.
- Oversee lettings, maintenance, and enforcement of garage tenancies.
- Identify opportunities for redevelopment, repurposing or disposal of underused garage sites.

- Monitor income performance and optimise occupancy levels.

### **Tenancy Sustainment and Financial Advice (including Hoarding Support)**

- Oversee delivery of proactive tenancy support and financial advice services.
- Ensure early intervention for residents facing financial hardship or at risk of tenancy breakdown.
- Lead development of hoarding support services, working with mental health and safeguarding partners.
- Promote financial resilience and wellbeing among tenants through targeted advice and partnership work.

### **Homeline**

- Oversee the operations of the Homeline service, ensuring a high-quality, responsive 24/7 emergency support for vulnerable residents.
- Monitor and maintain service standards, ensuring compliance with relevant standards.
- Develop and implement service improvement plans to increase efficiency, customer satisfaction, and digital transformation.
- Ensure safeguarding protocols are followed and incidents are reported and managed appropriately.

### **Corporate Parenting (Designated Lead Role)**

- Maximise opportunities for collaborative working with other organisations which will benefit our care experienced young people.
- Act as the designated corporate parenting lead for housing services, corporate parenting is embedded in all aspects of service delivery.
- Lead on corporate parenting policies, procedures, training, and audit within the housing division.
- Represent housing on multi-agency safeguarding partnerships and boards.

### **Skills & Competencies**

- Strong leadership and people management skills.
- Excellent communication and stakeholder engagement abilities.
- Strategic thinker with a proactive, solution-focused mindset.
- Confident in managing performance, risk, and change.
- Skilled in budget management and resource planning.

### **Supplementary Accountabilities**

- To play a pivotal role working together at a senior level on aligned policies with Adult Social Care and Children Services.
- Manage formal responses to Complaints, the Housing Ombudsman, Members of Parliament, Members of the Council and the public and ensure the replies are sent within the targets set by the service and Council.
- To be a member of the Council's Corporate Leadership Team with collective responsibility for the managerial leadership of the Council.
- Ensure all necessary policy and procedures relating to the effective operation of Housing Services are reviewed and kept up to date as necessary.
- 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.

- Participate in equality and diversity training, information briefings and events as and when required as part of continuous professional development.

### Managerial

- **Inspirational Leadership:** Able to motivate, support and develop diverse teams to deliver consistently high performance.
- **Accountability:** Takes ownership for service delivery, performance, risk management and continuous improvement.
- **Financial:** Manage all applicable budgets and control expenditure strictly in accordance with delegated authority and the Council's Financial Regulations.
- **Resilience:** Works effectively under pressure, handling complex situations with calm and professionalism.
- **Emotional Intelligence:** Able to engage sensitively with staff, residents and stakeholders, managing conflict and building trust.

### Professional

- Influence at a senior level across the Swindon system; partnering with Integrated Communities, Public Health, Adults and Children's Services, Police, Fire, voluntary agencies, Community Leaders, and local Parishes.
- Act as a catalyst for local leadership; embodying the positive values and behaviours which influence new way of working and a new relationship between community and council.
- Influence statutory sector Senior Executives, Directors, Heads of Service.
- Work alongside Members, MP, Parish Councillors, Clerks.
- Work with wide responsibility across the relevant Borough-wide Strategic Partnerships to improve joint working.
- To represent the Housing at a strategic level at formal meetings.
- Provide a consultancy service support as an expert leader on all aspects of housing services as required and ensure the necessary timely and effective procurement of consultancy services where necessary.

### Decision making

- **Strategic Judgement:** Makes evidence-based decisions aligned with organisational and service priorities.
- **Problem-Solving:** Quickly assesses situations and implements practical, resident-focused solutions.
- **Risk Awareness:** Understands reputational, operational, and safeguarding risks and makes informed decisions to manage them.
- **Delegation:** Balances hands-on involvement with empowering managers and frontline staff to act with autonomy and accountability.

### Knowledge and Experience

- Senior Head of Service role within a housing organisation preferably within a Local Authority environment.
- Significant experience of managing complex budgets.
- In-depth understanding of housing law, policy, and regulation within a UK local authority context.
- Strong knowledge of safeguarding legislation and procedures, and experience leading safeguarding practice in a frontline service.

- Demonstrable experience managing housing operations including rents, lettings, leasehold and tenancy support.
- Experience of multi-agency working, including community safety, adult services, and health partners.
- Track record of leading service improvement, managing budgets, and delivering results in a politically-led environment.
- Ability to scan the long-term horizon and understand implications of broader national, regional and local government trends for the service area.
- Ability to conduct systematic reviews of the application of risk management policies, procedures, and systems across the service area and of making evidence-based recommendations on appropriate improvements or amendments to achieve service objectives.

### **Creativity and innovation**

- **Service Transformation:** Champions new approaches to improve resident experience, digital inclusion, and service efficiency.
- **Co-production:** Leads innovative ways to involve tenants in service design and delivery.
- **Data-Driven Insight:** Uses data and feedback creatively to shape services and drive performance.
- **Continuous Improvement:** Promotes a learning culture, encouraging staff to challenge 'the way things have always been done'.

### **Values and Behaviours**

Our organisational values express what is important to us, our ethics, ideals and the principles upon which we place significant worth. These values drive our choices, decisions and behaviours:

**At Swindon we do what 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.

Working in accordance to our values we aim to achieve excellence in our behaviours – to get the best for Swindon Borough and us. Our behaviour framework builds on our values and provides examples for each of us of what this means in practice.

### **Delivering Performance and Results**

- Being determined to achieve our outcomes by committing to the highest standards of individual and collective performance.
- Holding purposeful conversations which challenge, recognise contribution, giving and receiving relevant feedback.
- Being responsible for delivering my results. Results that contribute to the wider outcomes for Swindon Borough.

### **Collaborating and Innovating**

- Taking a Swindon wide view. Understanding the impact of the political landscape for our organisation.

- Looking for appropriate opportunities to work internally and externally in partnership to find new and sustainable ways to do things.
- Being bold, willing to learn in order to meet the needs of our residents.
- Being proactive and accountable – making a difference.

### Leading Self and Others

- Acting in a fair, ethical and authentic way, demonstrating mutual respect and treating one another as professionals.
- Fostering trust, developing ability and accountability.
- Developing the conditions for ourselves and others to thrive to create a one team spirit that we are proud of.

### Swindon Borough Council – Our Leadership Competencies

- **Corporate Leadership** – Act as an Ambassador for the Council's vision, priorities, pledges and values collectively with colleagues from within the Corporate Leadership Team.
- **Managing Self** – Manage your time, priorities and resources to achieve goals and meet personal learning and development needs
- **Leading People** – Leading, engaging, developing and motivating employees to perform their best
- **Leading Change** – Helping others to approach changes at work in a way that seeks to ensure their commitment and enthusiasm is focused on achieving the Council's objectives
- **Managing Information** – Works in an informed and evidenced based way by making good decisions based on relevant information and data
- **Maximising Partnerships** – Building effective working relationships and ensuring partnerships are focused on outcomes
- **Managing Resources** – Achieving objectives through the effective planning and allocation of resources
- **Managing Activities** – Managing the activities of the team to achieve business priorities within agreed time scales and budgets
- **Managing Risk** – Actively seeking to identify, escalate and mitigate risks and threats to business continuity and the achievement of the Council's objectives

<p><b><u>Context and Dimensions: Job Scope</u></b></p> <p><b>Number and types of jobs managed</b></p> <ul style="list-style-type: none"> <li>• Rents team Manager</li> <li>• Supported Housing Manager</li> <li>• Lettings Manager</li> <li>• Tenancy Support Manager</li> <li>• Leasehold, Garages and Charges Manager</li> <li>• Homeline Manager</li> </ul> <p><b>Typical tasks supervised/allocated to others</b></p> <ul style="list-style-type: none"> <li>• Line management of teams</li> <li>• Operational delivery of services</li> <li>• Promotion of services</li> <li>• Operational budget reviewing</li> <li>• Training and development of staff</li> <li>• Team business planning</li> </ul> <p>-</p>	<p><b>Budget Holder:</b> <i>Include whether this is direct budget accountability</i></p> <p><b>Responsibility:</b> <i>confirm value £</i></p> <p><b>Asset Responsibility:</b> <i>confirm value £</i></p>	<p>Yes</p>
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## PERSON SPECIFICATION

<b>Qualifications</b>	
Relevant housing or management qualification (e.g., CIH Level 5, degree-level, or equivalent experience)	Essential
<b>Knowledge and Experience</b>	
Proven experience at a senior level in social housing or local government	Desirable
Understanding and experience of the housing sector and awareness of the issues currently affecting the sector	Essential
Strong knowledge of safeguarding law and practice	Essential
Experience in working with elected members and external partners	Desirable
Ability to communicate effectively with a range of stakeholders	Essential
Strong understanding of diversity, equality and inclusion in service delivery	Essential
<b>Aptitudes, Skills and Competencies</b>	
Excellent leadership and people management skills	Essential
Passion for the housing sector and service delivery to customers	Essential
Ability to identify data requirements and interpret data to formulate service delivery strategies	Essential
Highly developed and confident communication and influencing skills, both written and verbal	Essential

### **Other Key Features of the role**

- Occasional evening and weekend work may be required.
- This role requires travel across the borough and attendance at partnership and regional meetings.
- The post is politically restricted under the Local Government and Housing Act 1989.