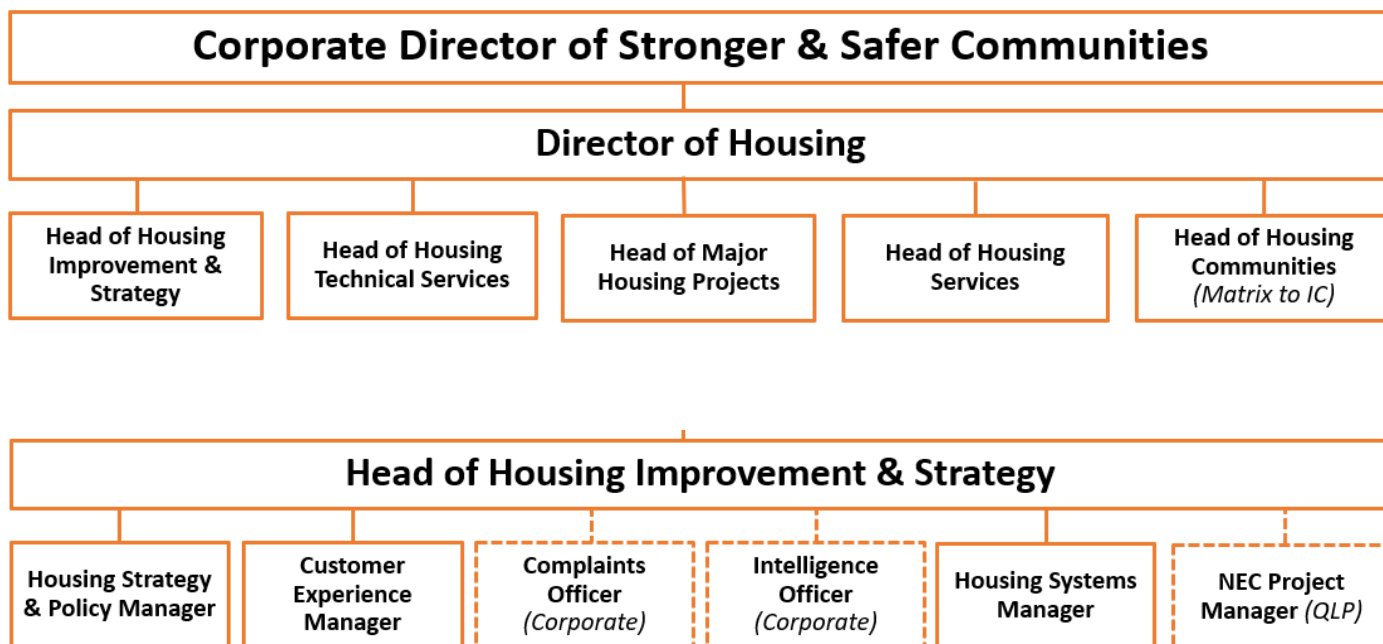


ROLE PROFILE



Title:	Head of Housing Improvement and Strategy		
Career Family:	Facilitating the council	Date:	13 April 2025
Career Family Level:	CFL 13	Reference:	SBC_12337
Reports to (Job Title):	Director of Housing		
Structure chart:	Yes		



Purpose:

As the Head of Housing Improvement and Strategy, you will provide strategic leadership and operational oversight across a range of critical functions within Housing Services. You will be responsible for shaping and delivering housing strategy and policy, overseeing the implementation and support of core IT systems, and ensuring a strong customer focus across housing services.

You will lead on data governance, drive forward service transformation aligned with the Swindon Plan, and ensure compliance with social housing regulation including the Tenant Satisfaction Measures. Through effective collaboration and matrix management, you will work closely with colleagues across the council to improve service quality, resident outcomes, and operational efficiency.

The Head of Housing Improvement and Strategy 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 and Homelessness as required.

Strategic Leadership & Management

- Lead the development, implementation, and review of the council's Housing Strategy and associated policies, ensuring alignment with corporate priorities and national policy.
- Drive forward service improvement initiatives in line with the council's corporate transformation agenda and the Swindon Plan.

- Champion a culture of continuous improvement, innovation, and resident focus within Housing Services.

Housing IT and systems oversight

- Provide strategic leadership and oversight of all housing IT systems, ensuring they support efficient, compliant, and tenant-focused service delivery.
- Lead the development, implementation, and continuous improvement of core housing management systems.
- Work with ICT and suppliers to ensure system architecture is secure, reliable, and aligned with corporate standards.
- Oversee system upgrades, migrations, integrations, and procurement, ensuring minimal disruption to frontline services.
- Ensure systems effectively support key business processes including repairs, rents, allocations, compliance, and customer services.
- Promote data-driven decision making by ensuring systems enable accurate data capture, reporting, and analytics.
- Manage user access, permissions, and system security protocols in line with GDPR and internal governance policies.
- Lead on staff training, system support, and user engagement to maximise adoption and digital confidence across the service.
- Champion digital transformation by identifying opportunities for automation, self-service, and improved digital customer journeys.
- Act as the key link between housing services, corporate IT, suppliers, and system users to ensure priorities are understood and delivered.
- Monitor system performance, resolve technical issues, and ensure business continuity planning is in place.
- Support compliance reporting and performance monitoring by ensuring systems capture required data for regulatory standards such as TSMs and Decent Homes.

Service Improvement

- Lead the strategic development and delivery of continuous service improvement initiatives across all housing functions.
- Identify performance gaps, inefficiencies, and areas of underperformance, using data analysis, benchmarking, and tenant feedback to drive targeted improvements.
- Design and implement service reviews, transformation programmes, and change projects to enhance quality, responsiveness, and value for money.
- Work collaboratively with tenants, staff, and stakeholders to co-design services that reflect resident needs and expectations.
- Ensure alignment of service improvement plans with regulatory requirements, including the Tenant Satisfaction Measures (TSMs), Consumer Standards, and Housing Ombudsman Code.
- Develop and embed a culture of innovation, learning, and accountability across housing teams.
- Monitor, evaluate, and report on the impact of improvement initiatives, demonstrating measurable outcomes for residents and the organisation.
- Lead on the development and delivery of action plans following complaints, audits, inspections, and internal reviews.
- Champion digital innovation, system optimisation, and smarter working practices to modernise service delivery.
- Support staff development through coaching, training, and engagement in improvement activities and projects.

- Liaise with senior leadership, elected Members, and external partners to share best practice and deliver joint improvements where appropriate.

Customer experience and complaints

- Manage the Housing Customer Experience Team, ensuring that housing complaints are responded to effectively, fairly, and in a timely manner.
- Lead on learning from complaints and using insight to inform service improvement.
- Matrix manage the corporate Housing Complaints Officer to ensure a consistent approach to customer feedback across housing.

Data governance and intelligence

- Act as the housing service's lead for data governance, ensuring data is accurate, secure, and effectively used to inform decision-making.
- Matrix manage the Corporate Intelligence Officer to support robust analysis, performance monitoring, and insight-led planning.
- Provide strategic leadership for data governance across housing services, ensuring data integrity, security, and compliance with all statutory obligations.
- Develop and implement a housing-specific data governance framework aligned with corporate data policies and GDPR requirements.
- Act as the senior responsible officer for data quality and governance within the housing service, ensuring accountability and oversight.
- Lead on the identification, documentation, and management of key housing data sets, including those related to regulatory compliance, performance, and tenant engagement.
- Ensure housing data supports accurate regulatory reporting, including the Tenant Satisfaction Measures (TSMs), Decent Homes Standard, and Building Safety requirements.
- Promote a culture of data responsibility and awareness across the service through staff training, guidance, and ongoing support.
- Oversee data quality assurance processes, including audits, validation routines, and data cleansing exercises.
- Collaborate with IT, performance, and service teams to ensure data systems are effectively integrated and fit for purpose.
- Manage data access and permissions, ensuring robust controls are in place to protect sensitive tenant and property information.
- Act as the key housing liaison with the Council's corporate data protection and information governance teams.
- Provide expert advice to senior leadership on data-related risks, innovations, and service improvement opportunities.

Regulatory and Strategic Compliance

- Provide strategic leadership on all aspects of housing regulatory compliance, ensuring the Council meets its obligations under the Regulator of Social Housing's standards.
- Lead the implementation, monitoring, and reporting of Tenant Satisfaction Measures (TSMs), ensuring robust data collection, analysis, and resident engagement.
- Ensure compliance with the Consumer Standards and prepare the service for proactive regulation by the Regulator of Social Housing.
- Oversee self-assessments, compliance audits, and readiness for inspection across all housing functions.

- Embed a culture of regulatory awareness and continuous improvement throughout the housing service.
- Monitor changes in housing regulation and legislation, advising senior leadership and Members on strategic and operational implications.
- Develop and maintain compliance frameworks, governance structures, and assurance mechanisms to evidence compliance with regulatory requirements.
- Work collaboratively with tenants to ensure regulatory compliance reflects resident experience, voice, and scrutiny.
- Lead on submissions to the Regulator, Housing Ombudsman, and other statutory bodies, ensuring accuracy and timeliness.
- Provide expert advice on policy development, service delivery, and performance improvement through a regulatory lens.
- Liaise with internal audit, legal services, and external consultants to ensure independent assurance of compliance activities.

Matrix management responsibilities

- **Corporate Complaints Officer** – Collaborate to ensure alignment and integration of complaint processes between housing and wider council services.
- **Corporate Intelligence Officer** – Work jointly on data insight, performance management, and reporting across housing functions.

Partnerships and stakeholder management

- Develop productive partnerships with contractors, consultants, developers, and other external delivery partners.
- Represent the Council in cross-borough forums, funding negotiations, and regional regeneration initiatives.
- Work closely with ward Councillors, senior leadership, and tenant representatives to ensure alignment and transparency.

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><u>Context and Dimensions: Job Scope</u></p> <p>Number and types of jobs managed</p> <ul style="list-style-type: none"> • Housing Strategy and Policy Manager • Customer Experience Manager • Housing Systems Manager Matrix manage • Complaints Officer • Intelligence Officer • NEC Project Manager (external) <p>Typical tasks supervised/allocated to others</p> <ul style="list-style-type: none"> • Line management of teams • Operational delivery of services • Promotion of services • Operational budget reviewing 	<p>Budget Holder: <i>Include whether this is direct budget accountability</i></p> <p>Responsibility: <i>confirm value £</i></p> <p>Asset Responsibility: <i>confirm value £</i></p>	<p>Yes</p>
---	--	------------

<ul style="list-style-type: none"> • Training and development of staff • Team business planning - 		
--	--	--

PERSON SPECIFICATION

Qualifications	
Relevant housing or management qualification (e.g., CIH Level 5, degree-level, or equivalent experience)	Essential
Knowledge and Experience	
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
Aptitudes, Skills and Competencies	
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.