

Job family	Leadership
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Role profile number and grade	LSL3-2753
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ROLE PROFILE

Role purpose:

A head of service with sole responsibility for a large corporate function or significant service to include an equal split of both operational and strategic responsibilities.
 Will be the council's lead professional in the function or will be managing a significant service which has wide impact across the whole council.
 Will include managing significant risk for the council.
 Will typically have large operational teams and/or significant budget.
 Will report to a director and be working independently.
 Roles at this level will be the exception and there will not be more than one L3 post within the function/service area. It is likely that these roles will be complex and managing large numbers of staff, therefore you would not expect the whole of these services to be delivered via contracts.

Factor	Relevant Job Information
Indicative qualifications	Degree in a subject relevant to the role or able to demonstrate equivalent knowledge, skills and experience. Relevant professional qualification at a post graduate level. QCF level 7 in leadership and management. Programme management qualification or able to demonstrate equivalent knowledge, skills and experience.
Knowledge, skills and experience	Roles at this level require self sufficiency in a technical or specialised field gained through broad and deep experience of concepts/principles or through wide exposure to complex practices. This includes: <ul style="list-style-type: none"> • Expert functional knowledge, providing significant advice with impact across the council. • A broad knowledge and understanding of the services impacted by the function. • Proven extensive senior management experience of managing a significant corporate function or multiple services/teams. • Substantial experience in both strategic and operational management within the function. • Experience of working in a political environment and managing political challenges to the direction of the function. • Substantial understanding of local government and the local and regional context. • Ability to deliver and support successful cultural and organisational change programmes both within the function and with impact across the council. • Effectively handling challenging & complex situations which have wide ranging impact and reputational risk for the council. • Leadership of high profile innovative projects which have wide ranging impact and reputational risk for the council. • Significant budget management experience.
Accountability for Budget	Roles at this level have a major impact/effect on the overall results of the organisation encompassing a substantial portion of the organisations' income, expenditure or resources. The nature of the impact of the role is contributory but with significant impact and influence in advising or facilitating services for use by others in taking decisions across the council. Leads a function of multi-disciplined professionals/specialists, or larger teams (30+) with narrower specialist responsibilities. Delegated budget lead for own functional area (£1m plus) but will have influence on significant expenditure across council and partner services. Impact on whole council gross budget (spend) circa £872 million.

	<p>Impact on partner organisations budgets. County population is around 510K.</p>
Problem solving	<p>Roles at this level require thinking/problem solving where only broad functional guidelines/policies and objectives exist. The postholder will be required to establish standards and procedures for the whole service/function, interpreting broad/general policies in relation to complex situations that impact upon the whole council.</p> <p>Lead the implementation of required corporate change in the service/functional area, across the council and/or partner organisations.</p> <p>Lead on the development and implementation of service/function strategies and make a significant contribution to the development of corporate strategies and business plans.</p> <p>Lead on the design, development and implementation of complex solutions within the identified area which serve the council's vision, goals and core values, involving the application of significant council resources across the council and/or partner services.</p> <p>Maintain the integrity of the service/function and culture of continuous improvement, ensuring increased functional capacity across the council and partner organisations.</p> <p>Ability to make decisions relating to the service/function that have high risk and impact upon the whole council without reference to a senior manager.</p>
Nature of contacts	<p>Directly or through nominated line management, direct and oversee all activities of the service/function and more widely across the council and/or partner organisations.</p> <p>Influence, advise and make recommendations to members, chief executive, directors, heads of service and equivalent levels in external bodies, private sector and partner organisations regarding complex situations that have high risk and reputational impact across the council.</p> <p>Manage relationships with key stakeholders and delivery partners including consultation on complex political / strategic / commercial issues that have high risk and reputational impact across the council.</p> <p>Provide service/functional direction, expertise, advice and support often in response to complex issues across the council and/or partners including external stakeholders and suppliers etc.</p> <p>Sponsor and lead working groups and project teams, likely to be cross service/council/partners or external at a regional or national level.</p> <p>Engage with stakeholders to seek and explore innovative opportunities for collaborative working within and across function, services, and/or with partners.</p> <p>Establish and lead partnership working with internal / external services / organisations and liaise with national bodies.</p> <p>Managing complex situations which can be contentious and have the potential to cause significant reputational issues for the council.</p>
Additional duties	<p>Postholders are required (subject to the provisions of the Working Time Regulations) to work the hours that are necessary to do the job, including evening and weekend work and attendance at meetings out of office hours. This includes being on standby or call out to respond to emergency situations.</p>
Our Identity	<p>Our Identity sets out who we are and provides a shared understanding of how we are all expected to lead, work and act with each other, our partners and our residents to deliver our services and build stronger communities. They enable us to continually evolve and adapt to meet the changing needs of our residents and ensure that we continue to deliver great services and make a difference to the people of Wiltshire.</p> <p>All of us are expected to demonstrate the seven elements of Our Identity in how we work to shape and create the organisation we want to be part of. It should influence our decisions, activities, projects and ways of working.</p>
Health & Safety	<p>To be responsible for managing services in line with the council's health, safety and welfare policies.</p>
Equalities	<p>Wiltshire Council is committed to ensuring employees do not discriminate against colleagues, suppliers or third parties at work or harass or victimise others. Incidents of discrimination at work are taken seriously and employees are encouraged to report incidents via their manager or anonymously via the whistleblowing policy.</p>
Authority to work in the UK	<p>All employees must have the legal authority to work in the UK. Non-EU nationals must have the relevant approval to work in the UK from the UK Border Agency. Copies of all documents provided as proof of identity are retained for our records, by providing these proofs the council will treat this as consent.</p>

The above profile is intended to describe the general nature and level of work performed by employees in this role and does not detail a list of all duties and responsibilities. The Council reserves the right to amend this role profile as necessary

ROLE DESCRIPTION

Role description:	Head of Housing Management Services
Role profile family:	Leadership
Number of posts:	1
Role profile number and grade:	LSL3-2753
Service/Team:	Assets Directorate
Reports to:	Director of Assets

Job Context
<p>The overall responsibilities of the service/function are:</p> <ul style="list-style-type: none"> • The council has retained social housing stock of c.5300 homes predominantly in the South of Wiltshire but increasingly stock is held across the County. This is a large and complex business embedded in the council providing vital social housing to often the most vulnerable people in society with frequently multiple and complex needs. • The finances of the service are ringfenced within the Housing Revenue Account (HRA) with a turnover of C.£28M. • The postholder has oversight of the HRA 30 year strategic financial business plan which incorporates revenue spending of £365M over the next 10 years and managing a peak debt of £282M in by 2029/30. • Services are delivered by a diverse team of around 130 staff including tenancy, property, income and systems specialists along with a large in house trade workforce and grounds maintenance team. However, the service also has many external contracts for multiple servicing and property maintenance functions. • From April 2024 the service is exposed to further substantial risk as it is required to comply with a greater level of statutory and regulatory requirements, including the annual submission of statutory performance measures, and is subject to a greater level of scrutiny and cyclical inspections from the Regulator of Social Housing. • The service is responsible for: <ul style="list-style-type: none"> -maintaining homes in line with the Decent Homes Standard by the provision of response repairs (c.20,000 p/a) cyclical decoration and capital investment in component replacement (c.£14M p/a) -delivery of cyclical landlord compliance safety related servicing and inspections and associated remedial works, in so doing managing c.170K related statutory data records. -oversight of rental income of C.£28M p/a, managing annual rent increases and arrears management. -managing tenancies in accordance with tenancy agreements and best practice, and delivery of effective void and re letting of c.300 homes p/a. -managing key estates to enhance the look and feel to ensure they are pleasant places to live, along with key partners and stakeholders. -delivery of a range of support services to tenants who are frequently the most vulnerable people in society, via tenancy support, anti social behaviour support, debt and benefit advice and mental health support.

-delivering a programme of energy efficiency measures in homes via the Housing Energy and Efficiency Programme (HEEP) to achieve B EPC rating across the stock, reduce carbon emissions and reduce running costs for tenants.

-support the formal Housing Board who provide oversight and scrutiny of the service along with sub committees and other diverse forms of tenant involvement and engagement.

Job Purpose

Specific duties and responsibilities include:

Be the councils lead professional in relation to the delivery of the councils substantial Social Housing Landlord responsibilities.

Provide strategic planning and direction for the councils substantial Social Housing Landlord responsibilities.

Keep abreast of volatile and changing national and governmental social housing policy and adopt appropriate service strategies to deliver national policy and statutory outcomes and expectations.

Lead and manage the Housing Landlord Service ensuring effective planning and management of resources to deliver excellent customer service through well trained motivated staff while complying with corporate policies.

Ensure the provision of a safe and modern home for over 5000 families across Wiltshire who are entirely reliant on Wiltshire Council for the provision of a wider variety of landlord services.

Responsibility for the line management of a diverse range of professional housing disciplines structured into five teams with more than 130 members of staff.

Strategic oversight of the delivery of an extensive repairs and maintenance function (27,000 repairs in 23/24) to ensure value for money, customer focus and service quality adopting continuous improvement principles.

Lead delivery of Assets Directorate-Workforce Plan across relevant teams to ensure team are highly performing and to address future regulatory conduct and competence standard requirements.

Lead responsibility for the Housing Revenue Account (HRA) 30 year financial business plan, and associated service planning. Undertaking annual budget, rent and business plan reviews to match new legislative requirements against resources in the context of the council's Corporate Plan.

Lead on delivery of the Housing Action Plan and drive continuous improvement across the service, and that customers are at the heart of service delivery.

Creation and delivery of Asset Management strategy for the housing stock to address challenges of an aging stock profile and delivering regeneration opportunities.

Ongoing delivery of strategies and works to raise energy performance of stock to EPC B, by delivery of the Housing Energy Efficiency Programme.

The council is exposed to substantial risk by the operation of a large portfolio of social homes, the postholder will ensure the effective management of this significant risk on behalf of the council by ensuring all statutory, safety, governance and social housing sector regulatory requirements are fulfilled.

Lead on support to the Housing Board to ensure they can fulfil their oversight, scrutiny and advisory role effectively. The Housing Board is specific to the councils social housing function and is comprised of independent, tenant and councillor representatives.

Ensure all Housing Management governance structures and systems are effective and provide high levels of assurance to CLT, Elected Members and the Housing Board.

Ensure a diverse and effective menu of tenant engagement activities and processes are in place to ensure tenants are able to meaningfully influence the service.

Play an active role in Assets Directorate Management Team activities.

Undertake comprehensive benchmarking of Wiltshire Council performance across the social housing sector, including value for money comparisons to inform service planning.

Maintain an active network of strategic contacts and partners to assist in managing our wider estates, provide the best support for tenants and to monitor developments, innovation and best practice across the sector.

Dimensions				
Type of budget	Direct	Indirect	Responsibility	Amount / Cost
Housing Revenue Account (HRA)	x		Oversight of ringfenced account	£28M
30 year Business plan.	X		Oversight and management of business plan to ensure balanced plan in accordance with key metrics.	Revenue of £365M over the next 10 years and managing a peak debt of £282M in by 2029/30
Rental income	X		Income from rents incorporating, lettings churn, arrears and debt management	£28M
Capital	X		Delivery extensive programmes of work to maintain 5300 homes.	£14M
Revenue	X		Revenue expenditure for staff costs, revenue related repairs and servicing, depreciation, interest on debt, contribution to reserves etc	£14M
Reserves	X		Maintenance of minimum reserve level	£1M

National performance standards or statutory/legal responsibilities applicable to this role:

- The service is subject to formal regulation via the Regulator of Social Housing. The regulatory requirements are set out in statutory Consumer Standards, and the council is subject to a formal rigorous inspection regime, the outcomes of which will deliver a published C1-4 rating for the council.
- The service is required to submit statutory returns and service performance measures to the regulator.
- The service is subject to a specific statutory Complaints Handling Code and regulation of this by the Housing Ombudsman.
- Adherence to relevant health and safety legislation in particular in relation to landlord compliance activities such as fire safety and damp and mould is essential as part of the wide asset management responsibilities for the Housing Stock.

Person Specification

Specific qualifications, knowledge, and skills required for this role:

- A Level 5 Housing Management Qualification or equivalent or be working towards such a qualification.
- Chartered Institute of Housing (CIH) Membership.
- Extensive experience of social housing management in a local authority or housing association setting leading to comprehensive understanding of sector practice current issues and the regulatory framework.
- Experience of oversight of substantial contract management and delivery of substantial works programmes.
- Experience of financial business planning.
- Experience in delivering effective and meaningful tenant engagement activities.

Supporting information

Driving classification	
<p>Occasional driver A valid UK driving licence is not required. Occasionally may need to travel to different locations in order to undertake the duties of the role.</p>	<input type="checkbox"/>
<p>Regular Driver Must hold a valid UK driving licence and have access to either their own car or a pool car in order to undertake the duties of the role, unless other forms of transport are available and viable to perform the role, including public transport, or unless a reasonable adjustment has been agreed.</p>	<input checked="" type="checkbox"/>
<p>Required Driver Must hold a valid UK driving licence and will drive a vehicle supplied by the Council in order to undertake the duties of the role.</p>	<input type="checkbox"/>
<p>Employees should refer to the Corporate Driving at Work policy for further information.</p>	

Driving trigger points			
<p>The trigger points set out below, regarding driving licence points and at-fault accidents, apply to all staff who drive on council business.</p>			
Trigger Points	Corrective Driver Training Course or further action	Additional corrective training if appropriate or further action	
Points on driving licence	6	9	
Trigger Points	Discussion and advice on expected driving standards	Corrective Driver Training Course or further action	Additional corrective training if appropriate or further action
At fault accidents within a two-year period (whether work or personal)	1	2	3
<p>Job applicants who drive must have 9 or less points on their driving licence and must have less than 4 at fault accidents within a two-year period. If they meet the trigger points, they will be subject to the actions outlined in the table above.</p>			
<p>If holding a valid licence, occasional drivers will need to declare penalty points and no-fault accidents as requested. Depending on the role, decisions as to whether this might either affect appointment or require corrective driver training, will be made case by case.</p>			

Political restriction	
This role is politically restricted. The job holder is not permitted to undertake political activity involving standing for election as a member of parliament, as a member of the Scottish or Welsh Parliaments, or a local councillor. The job holder is furthermore not permitted to canvass on behalf of a political party or a person who is already, or who seeks to be, a candidate. In addition, they may not speak to the public or publish any written or artistic work that could give the impression they are advocating support for a political party	<input checked="" type="checkbox"/>

Professional fees and related occupational costs	
As part of this role, or to support professional development, the job holder is required to be a member of a professional body or association. The job holder is responsible for payment of all professional fees, memberships, registrations or subscriptions and no reimbursement or contribution towards these will be provided by the council	<input checked="" type="checkbox"/>
This role does not have any professional or occupational membership requirements	<input type="checkbox"/>

Clearances – Disclosure & Barring Service (DBS)	
This role will be engaged in ‘regulated activity’ providing specific services relating to children or vulnerable adults and is subject to a Disclosure from the Disclosure and Barring Service.	<input type="checkbox"/>
This role is exempt from the Rehabilitation of Offenders Act 1974 and will require an Enhanced DBS check before appointment can be confirmed.	<input type="checkbox"/>
This role is exempt from the Rehabilitation of Offenders Act 1974 and will require a Standard DBS check	<input type="checkbox"/>
The role requires a Basic DBS check to check for convictions and cautions that are considered to be unspent under the terms of the Rehabilitation of Offenders Act 1974.	<input type="checkbox"/>
This role is not subject to a Disclosure from the Disclosure and Barring Service in order to undertake the duties of the role.	<input checked="" type="checkbox"/>

Clearances – Baseline Personnel Security Standard (BPSS)	
This role requires access to the UK government Public Services Network (PSN) and is subject to a BPSS check	<input type="checkbox"/>
This role is not subject to a BPSS check	<input checked="" type="checkbox"/>

Clearances – Non-Police Personnel Vetting (NPPV)	
<p>This role requires working in partnership with the police, and/or having access to Police related systems and is subject to a NPPV check at level 2*. (*regular access to police premises and police information, intelligence and financial or operational assets. Occasional access to those deemed 'secret').</p>	<input type="checkbox"/>
<p>This role requires working in partnership with the police, and/or having access to Police related systems and is subject to a NPPV check at level 3*(*regular unsupervised access to police premises and/or access to police information and/or information systems and/or hard copy material either on police premises or by remote access up to "secret" level. A level 3 includes a check on you, your spouse/partner, co-residents, and all family members).</p>	<input type="checkbox"/>
<p>This role is not subject to a NPPV check</p>	<input checked="" type="checkbox"/>

Safeguarding	
<p>For all roles within Children's Services. Wiltshire Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and all staff are expected to share this commitment. You will be expected to report any concerns relating to the safeguarding of children, young people or vulnerable adults in accordance with agreed procedures. If your own conduct in relation to the safeguarding of children, young people or vulnerable adults gives cause for concern, the council's agreed child protection/vulnerable adults protection procedures will be followed.</p>	<input type="checkbox"/>
<p>For all roles within Adult Social Services. Wiltshire Council is committed to safeguarding and promoting the welfare of vulnerable adults and all staff working for the council are expected to share a commitment to this. You will be expected to report any concerns relating to the possible abuse of a vulnerable adult in accordance with the agreed interagency safeguarding adults' procedures. If your own conduct in relation to the safeguarding of vulnerable adults gives cause for concern, the council's agreed interagency safeguarding adults' procedures will be followed, alongside implementation of the council's disciplinary procedure. The job holder is accountable for their safeguarding of vulnerable adult responsibilities to their line manager.</p>	<input type="checkbox"/>
<p>For all other roles within the council. Wiltshire Council is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and all staff are expected to share this commitment. You will be expected to report any concerns relating to the safeguarding of children, young people or vulnerable adults in accordance with agreed procedures. If your own conduct in relation to the safeguarding of children, young people or vulnerable adults gives cause for concern, the council's agreed child protection/vulnerable adults protection procedures will be followed.</p>	<input checked="" type="checkbox"/>