



Role Profile

Strategy & Performance Lead – Repairs *Inclusive*
Economy & Sustainability

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| Role Profile: Strategy & Performance Lead – Repairs | Role Profile Number: SBC_12577 |
| Directorate/Group: Inclusive Economy & Sustainability | Reporting to: Head of Housing & Corporate Repairs |
| Grade: CFL 10 | Date Prepared: November 2025 |

Our Values

Our [Values](#) shape how we work for the people of Swindon. They guide how we make decisions, how we deliver services and how we work with our communities and partners.

Our Values are:

- We SEE** – people, not problems – and stay curious to understand their story.
- We HEAR** – each other and the people we serve
- We CARE** – about our colleagues, our residents and our community
- We ACT** – with integrity, accountability and purpose
- We LEARN** – from data, feedback and experience so we keep improving

These five values describe the standards we hold ourselves to as a Council, and what residents and partners can expect from us.

The Swindon Commitment

The [Swindon Commitment](#) shows how we bring our Values to life every day, in every role, across all that we do. It turns our Values into practical promises between the Council, our colleagues and the people we serve so we can work together to deliver the best possible services and support.

Created with colleagues from across the organisation, the Swindon Commitment sets out a shared understanding of how we work, lead and behave. Rooted in our five core values, it reflects how we listen to, include and respond to residents, communities and each other.

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| We See | We Hear | We Care | We Act | We Learn |
| people, not problems – and stay curious to understand their story. | each other and the people we serve. | about our colleagues, residents and community. | with integrity, accountability and purpose. | from data, feedback and experience to keep improving. |

Job Purpose

The Strategy and Performance Lead will provide strategic oversight and coordination of all repair activities across housing and corporate property services, ensuring alignment with organisational priorities and fostering collaborative working across teams.

This role is responsible for embedding robust performance monitoring frameworks, safeguarding data integrity, and driving continuous improvement through evidence-based decision-making. Operating at a senior level, the postholder will shape and influence service delivery, ensuring that repairs activity is efficient, customer-focused, and compliant with statutory and regulatory requirements. By supporting the Head of Service and Service Managers on strategic planning, leading where required, and performance governance, this role is fundamental to breaking down silos and creating a fully integrated, high-performing repairs service.

The postholder will champion innovation and collaboration, ensuring that improvement initiatives deliver measurable value for money and exceptional outcomes for residents and stakeholders. In addition, the postholder will lead and deliver service-wide improvement projects, ensuring strategic alignment and sustainable transformation across the repairs function.

Key Accountabilities

- Provide strategic leadership and coordination of all repairs-related activity across housing and corporate property services, ensuring alignment with organisational priorities and fostering integrated, non-silo working practices.
- Develop and embed a comprehensive performance governance framework, including KPIs, SLAs, and compliance measures, ensuring transparency, accountability, and continuous improvement across the service.
- Undertake horizon scanning and strategic analysis, including SWOT assessments and risk evaluations, to identify emerging trends, regulatory changes, and service vulnerabilities, ensuring proactive planning and organisational resilience.
- Lead the design and implementation of data integrity and reporting standards, ensuring accurate, timely, and meaningful performance information to support evidence-based decision-making at senior and corporate levels.
- Shape and influence strategic planning for the repairs service, working collaboratively with the Head of Service and Service Managers to ensure joined-up delivery and measurable improvement outcomes.
- Champion digital-first principles and innovation, including oversight of remote diagnostic processes and digital surveys to streamline repair identification, reduce unnecessary site visits, and improve efficiency.

- Develop strategies to manage demand and reduce cost, using performance insight and customer feedback to enhance service design and improve the overall customer experience.
- Provide expert advice and insight to senior leaders, elected members, and external regulators on service performance, improvement priorities, and compliance with statutory and regulatory standards.
- Lead strategic improvement initiatives, ensuring they deliver measurable benefits in efficiency, customer experience, and value for money.
- Act as a key liaison with external stakeholders, including the Social Housing Regulator and Housing Ombudsman, ensuring the service is inspection-ready and responsive to external scrutiny.
- Maintain oversight of service risks and resilience, ensuring mitigation strategies are embedded within performance governance and aligned with corporate objectives.
- Promote and model the Council's values and behaviours, contributing to a high-performing, inclusive, and forward-thinking organisational culture.

Supplementary Accountabilities

- Lead strategic engagement and partnership development with external regulators, sector bodies, and key stakeholders to influence policy, share best practice, and position the Council as a leader in housing repairs and compliance.
- Represent the Council at regional and national forums, contributing to sector-wide discussions on performance governance, regulatory compliance, and service transformation.
- Ensure the service remains agile and future-ready, through horizon scanning, SWOT analysis, and proactive planning for legislative changes, regulatory reform, and evolving customer expectations.
- Champion innovation and digital transformation, identifying opportunities to leverage technology and data analytics to improve efficiency, insight, and customer experience.
- Drive strategic risk management, maintaining oversight of service risks and resilience, and embedding mitigation strategies within corporate governance.
- Act as a visible ambassador for the Council, representing the organisation professionally and authoritatively in external engagements, strategic partnerships, and sector networks.

Knowledge & Experience

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

- Extensive experience in strategic performance management and governance, including the design and implementation of frameworks, KPIs, and compliance measures within a housing or property services context.
- Proven ability to lead service transformation and improvement programmes, delivering measurable outcomes in efficiency, customer experience, and regulatory compliance.
- Strong understanding of statutory and regulatory frameworks relevant to housing and property services, including Consumer Standards and health and safety governance.
- Significant experience in data analysis and insight generation, using performance information to inform strategic decision-making and drive continuous improvement.
- Demonstrated ability to influence and collaborate at a senior level, working across organisational boundaries and with external stakeholders such as regulators, auditors, and sector bodies.
- Experience in horizon scanning and strategic risk management, including analysis and proactive planning for legislative, regulatory, and market changes.
- Commercial and financial awareness, with the ability to assess value for money, identify efficiency opportunities, and support strategic resource planning.
- Knowledge of digital transformation principles, including leveraging technology and data analytics to enhance service delivery and customer outcomes.

Qualifications

- Degree-level qualification or equivalent experience in a relevant discipline (e.g., Business Management, Housing, Data Analytics, or Public Administration).
- Evidence of continued professional development strategic management, or performance governance.
- A recognised project or programme management qualification (e.g., PRINCE2) is desirable.

Decision Making

- Exercise strategic and autonomous decision-making authority across performance governance, service improvement, and risk management, ensuring alignment with corporate objectives, statutory obligations, and regulatory standards.
- Make evidence-based decisions that shape service strategy, influencing long-term performance, compliance, and customer outcomes across housing and corporate property portfolios.
- Prioritise and escalate decisions where strategic risks or regulatory breaches are identified, ensuring urgent intervention and mitigation to protect organisational integrity and public confidence.
- Influence strategic investment and resource allocation decisions, using data insight, risk evaluation, and cost-benefit analysis to inform corporate priorities.

- Apply sound judgement in high-pressure and high-risk situations, balancing immediate service resilience with long-term strategic objectives.
- Provide authoritative recommendations to senior leaders, elected members, and external regulators, shaping policy, compliance responses, and service transformation initiatives.

Creativity and Innovation

- Lead the identification and implementation of innovative technical solutions that enhance service delivery, regulatory compliance, and the long-term performance of the service.
- Promote and influence the adoption of modern materials, methods, and digital technologies—including mobile working, real-time data tools, and asset management systems—to drive operational efficiency, workforce productivity, and customer satisfaction.
- Use performance data and trend analysis to challenge existing practices, identify service gaps, and recommend improvements to policies, standards, and delivery models.
- Lead on strategic service development initiatives, ensuring that technical innovations align with organisational priorities, statutory obligations, and sector best practice.
- Lead on continuous improvement and learning across the service, empowering teams to assess new approaches, share ideas, and embed innovation into day-to-day operations.

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| <p><u>Job Scope</u></p> <p>Number and types of jobs managed. No direct operational line management; provides strategic leadership and oversight across multiple service areas, influencing Service Managers and cross-functional teams.</p> <p>Cross team improvement projects.</p> <p>Typical tasks supervised/allocated to others. Operational delivery</p> | <p>Budget Holder:</p> <p>Asset Responsibility:</p> | <p>No</p> <p>Various operational assets and equipment</p> |
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Contacts and Relationships

- Collaborate with senior officers across housing, property, legal, finance, compliance, and health and safety teams to ensure technical decisions, service delivery, and strategic planning are aligned with corporate objectives, statutory obligations, and regulatory frameworks.
- Influence internal and external stakeholders and decision-makers by providing expert advice, technical insight, and strategic recommendations that shape service direction, investment priorities, and risk management approaches.

- Build and maintain effective relationships with tenants, leaseholders, and members of the public, communicating complex technical issues with clarity and empathy to support resolution and maintain confidence in the service.
- Represent the Council in multi-agency forums, regulatory inspections, and strategic partnerships, ensuring technical credibility and alignment with external standards.

Values and Behaviours

We strive to underpin our culture of being 'At our Best' through strong management and authentic leadership. This means getting the management basics right. We own and demonstrate accountability, both individually and collectively, and aim to get things right first time. Building on this we also expect everyone at SBC to demonstrate and live our organisational values and behaviours, by displaying:

- Accountability at all levels
- Customer care and pride in what we do
- Continuous learning and evaluation
- Valuing one another and the contribution each of us makes

The postholder will be required to observe and fulfil the seven principles of public life (also known as the Nolan Principles):

- Selflessness - *Holders of public office should act solely in terms of the public interest.*
- Integrity - *Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.*
- Objectivity - *Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.*
- Accountability - *Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.*
- Openness - *Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.*
- Honesty - *Holders of public office should be truthful.*
- Leadership - *Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.*

Other key requirements of the role

The post holder will:

- be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.
- be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.
- Team player capable of influencing and working within cross-functional teams at all levels.

- Ability to make site visits throughout the Borough and attend meetings outside the Borough.

This is a not a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990.

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| Employee Name: Enter name here | Employee Signature: |
| Date: Enter date here | <i>Sign here</i> |
| Line Manager: Enter name here | Line Manager Signature: |
| Date: Enter date here | <i>Sign here</i> |

