

ROLE PROFILE

Job Title: Divisional Director of Housing

Grade: D2

Directorate: Community

Division / Section: Housing

Reports to: Corporate Director, Community

Date: 15 August 2016

1 ROLE PURPOSE

The post-holder is responsible for the strategic and general management of the Council's housing service including leaseholder management, homelessness and housing regeneration and for ensuring the Borough has a clear and deliverable mixed tenure Housing Strategy.

2 DIMENSIONS

The post-holder is responsible for the effective management of delegated budgets including:

- HRA 30-year Business Plan - Total value approximately £1.4 billion
- Annual HRA budget in the region of £31.5 million
- Annual General Fund budget in the region of £6.5 million
- Housing Regeneration programme in the region of £200 million
- Annual housing regeneration budget in the region of £20 million

3 CONTEXT

The Divisional Director Housing is one of three Divisional Directors that reports to the Corporate Director, Community. The Divisional Director Housing manages 5 Heads of Service (Asset Management, Regeneration, Resident Services, Housing Needs and Business Development and Transformation) and has overall responsibility for 220 staff.

The post is also a member of the Council's Corporate Leadership Group and works closely with Divisional Directors from other Departments on matters of strategic and operational importance to the Council. Current projects include; relocation of the Civic Centre site; supporting the establishment of the Council's first Local Lettings Agency, Corporate Health and Safety, and, a thorough Asset Review of the Council including Regeneration sites.

Overall, the post-holder will focus on three key areas:

- General management of Council owned and leaseholder properties
- Homelessness prevention and management

- Housing Strategy and Regeneration for the Borough

In addition, the Housing Service has a single Portfolio Holder who is also a Cabinet Member.

Asset Management

The Asset Management team are responsible for repair and improvements to the Council's housing stock, undertaking responsive repair and void work, as well as a comprehensive M+E programme and H+S works and an ambitious capital programme to deliver our Better Homes Standard.

The Divisional Director leads this work by setting objectives for the service, monitoring both compliance and delivery of multiple contracts through monthly Contracts Board; delivery of adaptations through Special Needs Panels; Health and Safety through a quarterly board and regular budget monitoring.

Regeneration, Assets and New Supply

The Divisional Director provides broad strategic direction and forms a link to wider corporate objectives. Lobbies for housing solutions in discussions around corporate priorities and chairs internal departmental regeneration panel that oversees delivery of Housing Investment priorities with the Portfolio Holder.

Housing Needs

The Divisional Director leads this work by setting objectives for the service, liaising closely with the Portfolio Holder, other senior members and other Directors/CEO to advise on budget pressures and mitigations. The Divisional Director articulates the need for more social and other Council developed housing to meet homelessness pressures.

Resident Services

The Divisional Director oversees the day to day management of 5,000 Council homes and 1,000 leaseholder properties. The Divisional Director leads this work by setting objectives, monitors performance and through regular meetings and dialogue with the Head of Service. This service is a very high profile one as far as Elected Members are concerned as the estate based customer service nature of this role is critical to customer satisfaction and subsequently can have a major impact in local elected member case loads. The Divisional Director is responsible for ensuring that all staff realise this and that the service maintains a good relationship and reputation with tenants, leaseholders and elected Members.

Business Development and Transformation

The Divisional Director leads this work by setting objectives for the whole housing service in terms of the Housing Ambition Plan and associated People Ambition Plan and for the BDT Team.

4 MAIN DUTIES / ACCOUNTABILITIES

	Generic Duties/Accountabilities
	General Management
1.	Implement and champion, through service and staff development, the Council's Health and Safety, Equal Opportunity and Information Security Policies.
2.	Promote and ensure participation in the Council's IIP, performance management and training initiatives, information governance initiatives and information management best practice.
3.	To ensure that the post holder complies with their responsibilities as laid out in the council's health and safety policy and takes an active role in promoting a positive health and safety culture.
4.	To support the operation of local and general elections when requested by the Returning Officer.
5.	To manage the function so that the services provided are responsive to customer requirements, accessible to all areas of the community and provide value for money.
6.	To develop the structures, systems and policies necessary to support effective service delivery.
7.	To motivate, train, develop and performance manage staff to maintain an effective workforce capable of meeting its objectives.
8.	To formulate annual operational plans and budgets for the function so that there are clear priorities and appropriate resources are allocated to their achievement.
9.	To resolve the most complex and high level operational issues so that they are resolved effectively and precedents are set for the resolution of similar issues.
10.	To develop longer term (2-3 years) plans for the services managed so that they are developed in line with Council and Government priorities and customer requirements.
11.	To ensure services link effectively with related service provision, within or external to the Council, so that coherent and value for money services are provided. Where appropriate, and in conjunction with other service providers, to undertake joint planning of service delivery and/or for the closer integration of service provision.
12.	Prepare monitor and control the service budget to ensure that expenditure is in line with the agreed business plan.
13.	To manage the teams and service provided in a way that promotes the Council's approach to diversity.
	Service Specific Duties/ Accountabilities
	Leadership
14.	Together with the Corporate Director and in collaboration with elected members, establish and implement a vision for Housing in Harrow.
15.	Demonstrate effective strategic leadership and good governance through high standards of personal behaviour
16.	Deliver efficiency and value for money and maximise all commercialisation opportunities.
17.	Develop and maintain systems and processes to develop capability, skills and knowledge at all levels within Housing, maintaining a culture that encourages innovation, commitment and improvement and ensures that staff feel valued and respected.
18.	Provide well-evidenced and sound advice on Housing directly to the Chief Executive, Corporate Director, Cabinet, Portfolio Holders and other members of Council and attend, Cabinet and other Committees and events as required.
19.	Promote a positive image of Harrow externally and represent the council at local and

	national level attending and presenting at such conferences, seminars, meetings and working parties as may be required including the West London Housing Partnership and the London Housing Directors group. Maintain a clear Communications Strategy.
20.	Lead and direct corporate and cross council activities as specified by the Chief Executive and/or Corporate Director.
21.	Deputise for the Corporate Director within functional areas and other areas as specified by the Corporate Director.
	Commissioning
22.	Maintain and develop an effective framework for consultation and engagement with tenants and leaseholders, staff, trade unions, voluntary and community organisations, partners and other stakeholders.
23.	Lead innovation in the development of new approaches to service delivery to ensure continuous improvement in value for money, performance and quality of services for tenants, leaseholders and other customers of the service.
24.	Oversee and ensure implementation of the Housing Ambition Plan and the active engagement of all staff in its continuing development, monitoring and delivery.
25.	Manage the Housing Contracts Board ensuring all contracts are well managed; achieve value for money and high levels of customer satisfaction.
26.	Manage the Housing Health and Safety Boards ensuring that risk registers are continually updated and identify all the actions required to give confidence that the service and its users are safe.
	Partnership
27.	Promote and maintain effective relationships with key partners such as RPs and other London Housing Bodies including the London Directors Group and the West London Housing Partnership.
28.	Maintain and develop effective relationships with relevant government departments and other national or regional bodies including London Council's.
29.	Proactively engage with other housing providers to explore and maximise any commercialisation potential.
	Performance and Resource Management
30.	Maintain a viable 30 year HRA business plan ensuring surpluses are used for the benefit of Harrow's tenants and leaseholders.
31.	Ensure that the growing homelessness pressures and costs are continually monitored, reported and provide mitigation at every opportunity.
32.	Provide robust performance management that tracks delivery of the Housing Ambition Plan; the Housing Contracts Board; the Housing Health and Safety Boards and provides regular and informed reports to the Corporate Director and meets other corporate reporting requirements.
	Equality and Diversity
33.	Provide leadership, communication and action, which will exemplify the Council's values, sense of purpose and commitment to ensure equality of opportunity and strengthen cohesion in the local community.
34.	Responsible for the day to day management of approximately 5,000 Council Homes and 1,200 leasehold properties.
35.	Responsible for the strategic management, prevention of, and day to day management of homelessness.
36.	Responsible for the formulation, implementation and ongoing Housing Strategy for the Borough including the Private Sector Strategy.
37.	Responsible for Housing Regeneration and the provision of Affordable Homes.
38.	Responsible for the maintenance of the 30 year HRA Business Plan.
39.	Development and Maintenance of strategic partnerships essential to the service.
40.	Fulfil the role of the Divisional Director of Housing and ensure that the associated statutory

	duties are discharged, particularly in relation to a range of Housing Acts, and Homelessness duties and any other housing associated current and future legislation.
41.	Lead and direct the effective development and implementation of the Housing Services Plan on behalf of the Council and support the development and implementation of the: <ul style="list-style-type: none"> • Housing Strategy • Homelessness Strategy • Private Sector Strategy • Asset Management Strategy • Housing Regeneration programme • Affordable housing programme
42.	To act as lead officer and directly advise the Corporate Director, relevant council committees and panels including Cabinet and Scrutiny sub committees and council members on all strategic policies and practices relating to the Housing Service.

5. SELECTION CRITERIA

Note for applicants - The selection criteria sets out the knowledge, experience, skills, qualifications and training required to perform the duties of the post for which you are applying. In your application you should summarise how your knowledge, experience, skills gained in paid or unpaid work, study or training, meets each of the selection criteria marked 'A' below, including your awareness, understanding and commitment to equality and diversity in employment and service delivery. If you fail to do so, you will not be shortlisted.

Shortlisting will be on the basis of assessing the selection criteria marked 'A'

Note for managers - List the selection criteria that are essential for individuals to possess in order to do the job. Equality & diversity criteria must be built into the selection criteria to assess understanding, awareness and commitment to equality and diversity in employment and service delivery and how individuals will apply it when carrying out their duties.

Clearly indicate in the end column which **method of assessment** or combination of methods will be used to assess each criteria i.e. Application (A), Interview (I), Test (T)

Ranking Order – All criteria must be numerically ranked (in the ranking order column) in order of importance with the most important criteria ranked highest relative to other criteria i.e. the most important criteria be given the ranking order of 1, the next most important 2 and so on. Where 2 or more criteria are equally important, they should be ranked the same i.e. both given the same ranking order of 1 for example.

Ranking Order	Knowledge Indicator (Define the knowledge that is essential to the job e.g. particular legislation related to the job)	Method of Assessment
1	a. A comprehensive understanding of the legislative framework governing the delivery of housing services	I
1	b. A comprehensive understanding of financial management processes within housing services and in particular the HRA	A/I
1	c. A comprehensive understanding of the Local Government sector and the wider environment, in particular, the financial pressures and opportunities facing the housing service	A
2	d. A good understanding of commercialisation and its application within the housing sector	I
	Experience	Method of Assessment

	(Specify the range, type and depth of experience required rather than being general or just specifying the number of years and consider relevant unpaid work)	
1	e. Significant experience of working at a senior management and/or leadership level in the delivery of housing services within a diverse community	A
2	f. Significant experience of working at a senior management and/or director level within a local authority or other complex organisation	A
1	g. Significant experience of managing substantial budgets through rigorous financial management systems and processes within a wider corporate framework	A
2	h. Significant experience of strategic planning of housing services and ongoing performance management to ensure cost effective delivery and achievement of services	A
2	i. Track record of successfully engaging customers in service development, delivery and evaluation to achieve high satisfaction levels from customers	A/I
2	j. Track record of leading and implementing change to achieve improved outcomes within the service	A/I
2	k. Track record in developing and implementing commercial initiatives within a housing service	A/I
1	l. Track record of leading and managing people through effective performance management	A
1	m. Significant experience of working in partnership and collaboration with internal and external stakeholders within a Housing service setting	A
2	n. Track record in delivering successful housing regeneration initiatives	A
	Education, Qualifications and Training (Specify only essential qualifications that can be justified and equivalent qualifications gained outside the UK, consider work related qualifications e.g. NVQ's. Remember relevant experience can be in addition to or instead of qualifications. If no qualifications are required, this section can be left blank)	Method of Assessment
1	o. Educated to degree level and/or equivalent through relevant training and experience	A
1	p. Relevant professional qualification and/or evidence of continuing professional development	A
	Skills and Abilities (Specify type and level of skills and abilities relevant to the job that can be measured, e.g. accurate recording)	Method of Assessment
1	q. Ability to develop a vision and strategy for the future of Housing services in the short, medium and long term	I/T
1	r. Ability to engage and communicate effectively with a wide range of internal and external stakeholders at all levels including Members and trade unions	I/T
1	s. Ability to lead, enthuse, motivate and inspire staff to commit to and achieve the vision of the service	I/T
1	t. Enthusiasm to work collaboratively across multidisciplinary teams to achieve corporate goals and ambitions	A/I
1	u. Ability to manage complex financial budgets ensuring compliance within a corporate framework	A/I
2	v. Ability to deliver within a challenging and rapidly changing environment	A/I
2	w. Strong ability to analyse data and information to identify	I

	problem and solutions	
2	x. Strong proficiency in IT	I
	Other Essential Factors (Specify criteria directly related to the job e.g. ability to work unsocial hours, physical requirements, distinguish between 'need' and 'convenience' so it is justifiable and not discriminatory e.g. to women or disabled applicants. Include Genuine Occupational Qualifications or Requirements (GOQ's or GOR's) here if an essential requirement)	<u>Method of Assessment</u>
1	y. Willingness to work flexibly in order to meet the needs of the service	I
1	z. Must have a clear understanding of the diverse nature of Harrow's communities and the implications for Housing and the impact on Harrow residents and service users.	A/I