



# HILLINGDON

LONDON

## Job Profile

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<b>JOB TITLE:</b>	Assistant Director - Housing Needs & Homelessness
<b>GRADE:</b>	Head of Service
<b>POST NO:</b>	25726
<b>JOB TIER:</b>	3
<b>DBS CHECK:</b>	Standard
<b>GROUP:</b>	Homes & Communities
<b>SERVICE:</b>	Housing Services

### REPORTING STRUCTURE

<b>Reports to:</b>	Director of Housing
<b>Direct Reports:</b>	Up to 6
<b>Indirect Reports:</b>	Up to 50

### ROLE PURPOSE:

The post holder will be responsible for the leadership and management of a complex, demand-led multidisciplinary Homeless Prevention and Housing Allocations Service delivering creative and innovative solutions to resolve housing issues for our residents.

The post holder will actively work with the Corporate Director, Director, Cabinet and Elected Members, council services, partners, residents and commissioned service providers to drive, develop and implement the policy and strategic direction for homelessness and housing allocations to ensure corporate priorities are delivered to put our residents first.

The post holder will be the Council's leading expert on homelessness and housing legislation, policy and procedures across a range of service areas to support joined up service delivery. The post holder will be responsible for recommending the commissioning of accommodation and other related services that carries significant budget responsibilities and will be required to ensure the best use of public funds are made for local residents to ensure service risks are effectively managed. The post-holder will lead on cross-cutting projects to drive service improvement.

## A. Job Description

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### 1. People Management

- To be responsible for the selection, development and performance of the Homeless Prevention and Housing Allocations team in line with the Council's HR policies.
- To ensure all team members receive the appropriate level of communication to maintain engagement with the Council's vision, priorities and activities.
- To establish, lead and directly manage cross-cutting project teams in the council to deliver corporate priorities.
- Advise and support senior managers and Cabinet Members with regard to understanding and implementing new legislation, policy guidance and strategies.
- Use statistical evidence for the management of individual and team performance and identify development and training needs.
- Motivate teams to develop ideas that improve business performance, establish best practice and control costs.
- Ensure team members develop the core skills and competencies required to support the Council in the transformation process.

- Ensure staff compliance with all key policies, including for example health & safety; data protection; equality and diversity: and value for money.
- To work closely with managers to also address performance and productivity of other teams who interface with the housing needs and homelessness service, through influence and coaching.

## **2. Customer Management**

- Undertake regular service area meetings with managers to discuss service provision and opportunities for the implementation of service improvements.
- Proactively seek feedback on services provided and use this information to review and improve service provision.
- To establish effective and positive working relationships with government, London, regional and national forums, regulatory bodies and local partnerships.

## **3. Operational Service Delivery**

- Be the expert lead and source of advice to Members and Chief Officers in the Council on homelessness and housing legislation, policy and procedures. Keep up to date with changing policy and legislation and provide briefings on changes as required.
- Ensure that statutory requirements are met for homelessness and housing services at all times, including appeals, reviews, complex case law, Housing Register, MARAC, MAPPA etc...
- Be responsible for ensuring statutory assessments (e.g. Homelessness review and strategy) are undertaken in line with legal requirements based on sound needs analysis. Contribute to Housing Strategy and other plans to support continuous improvement and to inform commissioning plans. Ensure a Lettings Plan is in place, agreed with members and regularly reviewed.
- Be responsible for ensuring that homelessness and housing allocations staff are up to date with changing legislation, policy and operational requirements. Ensure effective quality assurance systems are in place to review case work decisions and service change is implemented following audits of case work. Be responsible for providing regular reports to Committees, Cabinet Members and Senior officers on the performance of the service and implementation of policy.
- Lead and manage the fast-paced, demand-led homeless prevention and housing allocations service by:
  - Analysing and using complex data sets using service analysis and intelligence to recommend and implement targeted improvements to services
  - Understand resident/customer experience

- Monitor outcomes
  - Develop an understanding of complex relationships and interfaces between services to inform decision-making
  - Analyse performance and risk, highlighting areas of concern and making and implementing recommendations for improvement and risk mitigation
  - Ensure statutory needs assessments are delivered
- Set a clear and practical operational direction of travel for homelessness and housing allocations to prevent and minimise homelessness. Ensure that actions to achieve the agreed strategy are SMART, understood by all staff members and effectively delivered.
- Ensure effective business planning and risk management within the service and outside the service as appropriate to drive performance improvement and underpin the transformation of services. This includes category management plans, policies and improvement plans.
- Be responsible for reviewing and commissioning specialist housing services to ensure the Council's corporate priorities are met working closely with service areas such as social care.
- Prepare effective business cases for commissioned services, service change and improvement working with a range of service areas across the Council, presenting recommendations to Cabinet Members for approval.
- Build creative working relationships to drive improvement and efficiency across the council, working with strategic leads for Policy, Partnerships, Finance, Transformation, HR, Procurement, Communications and Service Operations, and other functions as required. Constructively challenge senior managers to focus on mitigating business performance risks, where required.
- Build positive and effective working relations with housing partners, including Registered Social Landlords and Private Sector Landlords to ensure the priorities for homelessness and housing allocations are delivered.
- Ensure corporate standards are met consistently, including complaints and Members Enquiries.
- Be responsible for leading and / or contributing to high profile strategic plans.
- Contribute to a range of interagency, regional and national strategic forums and review service delivery approaches and practice to effectively meet needs as defined above.
- To be accountable for the day to day operational management of service delivery in line with budgets, scheme of delegations and council priorities.

#### **4. Service Planning & Development**

- Ensure that all annual Team Plans, aligned to the Group / Service Plan(s), is developed, agreed and communicated to team members in a timely manner.
- Ensure clear Service Level Agreements (SLA's) are in place where appropriate, covering all aspects of service delivery with performance and response levels, together with the escalation process if SLA's are not met.
- Maintain a current service workforce plan including a succession plan for all key roles.
- To ensure robust contingency, risk management and business continuity plans are in place for the service.
- Identify the current and future development needs for a multi-disciplinary service
- Use business intelligence and service related data to ensure continuous improvement by challenging the established way of working, identifying and implement new approaches to enhance service.

#### **5. Financial & Resource Management**

- To take responsibility for the effective management of the allocated department / team budget. This will involve preparing an annual commissioning plan for homelessness and housing allocations, setting clear targets and working with the procurement team and external partners and landlords to ensure a sufficient supply of affordable accommodation to meet set targets.
- To ensure all purchasing and procurement is conducted in line with the corporate guidelines with appropriate use of the Council's financial systems.
- To ensure that all workforce expenditure is compliant with corporate guidance and that any temporary resource is purchased through the Council's agency contracts.
- Develop and maintain knowledge and awareness of service initiatives to effectively manage changes, and forecast peaks, in service demand that enable resources to be deployed as required. Ensure allocation of resources that maximise service delivery and improved resident outcomes.

#### **6. Continuous Improvement**

- Implement continuous monitoring of team and individual performance and productivity to ensure the delivery of any Service Level Agreements (SLA's) are maximised.

- Manage the implementation of improvement initiatives and change programmes using the council's Project Management and Service Improvement methodologies.
- Deliver on service requirements including identifying efficiencies and savings through new ways of working.
- Lead and implement re-design changes to services to deliver Council strategy and priorities.
- Take an active role in the wider council transformation programme, assisting with multiple projects and providing a source of business support as required by programme managers.
- Personally, and through team members, contribute to project teams and special projects, internal and external working parties and multi-agency groups.
- To identify and suggest any improvements to current ways of working in order to deliver a more efficient and effective service for customers.

## **7. Contacts**

- Primary contact will be with other officers within the Council, and service users / residents and their representative bodies, and Elected Members as required.
- External contacts include housing providers, Home Office, MHCLG, London Councils, Greater London Authority, Housing Directors other partner agencies and service users as necessary.

## **8. Miscellaneous**

- Complete other reasonable tasks in order to fulfil role purpose or as instructed by management.

## **9. KEY PERFORMANCE INDICATORS**

- Delivery against any agreed Service Levels.
- Delivery against allocated budgets and MTFE saving targets.
- Staff performance & productivity metrics.
- Delivery against agreed Performance Objectives and Targets.

## B. Person Specification

### Assistant Director – Housing Needs & Homelessness

This person specification will be used for recruitment to this post the basis of the application form, and candidates will be also assessed against aspects of this person specification at interview.

<b>1. QUALIFICATIONS</b>	<b>ESSENTIAL</b> ✓	<b>DESIRABLE</b> ✓
Educated to degree level or equivalent in a business related subject, or equivalent by experience.	✓	
A management qualification e.g. ILM, or equivalent experience.	✓	
Chartered Institute of Housing professional qualification		✓
Mathematics or statistical analysis to A Level standard or equivalent experience.		✓
Evidence of continuous professional development.	✓	
<b>2. STATUTORY or ROLE SPECIFIC REQUIREMENTS</b>	<b>ESSENTIAL</b> ✓	<b>DESIRABLE</b> ✓
Ability to work flexibly to meet the needs of the service which may include some work out of hours or at sites across the borough.	✓	
Contribution to and participation in out of hours and emergency response rotas for the Council, as required.	✓	
<b>3. EXPERIENCE</b>	<b>ESSENTIAL</b> ✓	<b>DESIRABLE</b> ✓
Minimum of 3 years' experience of leading and managing a complex, fast-paced frontline housing service including homelessness or housing allocations.	✓	
Significant experience in preparation, management and control of large complex budgets.	✓	
Significant experience in developing and implementing effective commissioning plans to reduce levels of homelessness.	✓	
Leading the delivery of complex, cross-cutting service improvement plans and business strategies to improve services, including business performance and risk management plans.	✓	
Analysing and interpreting complex, disparate datasets providing valuable organisational intelligence to drive improvement.	✓	
Successfully leading multiple, complex projects involving a range of partners, including senior managers.	✓	
Successfully engaging with stakeholders from a range of disciplines and service users in developing services and/or service strategies and plans.	✓	
Preparing written reports and presentations to Members, senior managers and staff groups, including organisations outside of the council, presenting complex information in language used every day.	✓	

Experience of leading and managing service improvement using recognised improvement methods e.g. business process improvement.	✓	
<b>4. KNOWLEDGE &amp; SKILLS</b>	<b>ESSENTIAL</b> ✓	<b>DESIRABLE</b> ✓
In depth and up to-date knowledge and understanding of local and national strategy and legislation in relation to housing.	✓	
Excellent verbal, written and presentational skills with the proven ability to present complex information in a simple manner to a variety of audiences including senior management, Elected Members, front-line staff and service users, and staff working in schools.	✓	
Sound understanding of practical implementation of procurement and commissioning of services and relationship management.	✓	
Proven ability to manage and maintain budgets and report accurately.	✓	
Proven ability to successfully plan and manage complex projects involving a wide range of stakeholders that cross service and professional boundaries.	✓	
Excellent communication, negotiating and influencing skills along with the ability to network and form effective working relationships	✓	
Proven ability to influence and promote service improvement initiatives to service managers and other stakeholders.	✓	
Excellent IT skills to include Microsoft Word, Excel and Powerpoint and the use of databases and related analytical software.	✓	
<b>5. COMPETENCIES</b>	<b>ESSENTIAL</b>	<b>DESIRABLE</b>
<b>Passion to make a difference:</b> Strives to improve outcomes for customers, identifying efficiencies and smarter ways of working, and encouraging creative input from others- so that solutions developed are practical, fit for purpose and implemented appropriately.	✓	
<b>“Can do” positive attitude:</b> Identifies opportunities for organisational change, taking into account the wider impacts of change; ensuring the needs of stakeholders and customers are considered and acts as a positive role model for new initiatives.	✓	
<b>Leads and inspires others:</b> Values the contribution of others and fosters a culture of respect, encourages constructive, open feedback and innovative thinking.	✓	
<b>Credibility:</b> Gives clear and consistent direction on business strategies and objectives, involving others whilst retaining corporate accountability.	✓	
<b>Drives improvement:</b> Examines and considers risk, balancing risks against improvements, and ensures improvement plans are appropriately resourced and supported.	✓	
<b>Strategic thinker:</b> Understand and examine the wider public sector business environment, contributing to new business strategies and identifying and managing risk.	✓	
<b>Decision maker:</b> Willing to make difficult decisions and remain accountable for those decisions and takes personal responsibility for communicating these.	✓	
<b>Team Player &amp; Networker:</b>	✓	



Facilitates effective team, customer and stakeholder relationships to achieve organisational objectives. Works and liaises with other senior management teams across departments and wider public sector.		
<b>Management:</b> Ensures effective business delivery through influencing and motivating others, providing direction, promoting a culture of high performance and an environment of dignity and respect.	✓	
<b>Communication:</b> Uses tact and persuasion to influence others, confidently, clearly and consistently delivering key messages to teams and external stakeholders.	✓	