



# HILLINGDON

LONDON

## Job Profile

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<b>JOB TITLE:</b>	Assistant Director – Homes & Neighbourhoods
<b>GRADE:</b>	Head of Service
<b>POST NO:</b>	24055
<b>JOB TIER:</b>	3
<b>DBS CHECK:</b>	Standard
<b>GROUP:</b>	Homes and 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:

Leadership of the housing landlord tenancy management service and neighbourhoods, ensuring agreed service plans and performance targets are delivered and that a culture of putting our residents first and continuous service improvement is maintained.

The Assistant Director of Homes and Neighbourhoods is a member of the council's wider senior leadership team, contributing positively to the leadership of Hillingdon Council. You will play a pivotal role in supporting and leading a number of teams with responsibility for all aspects of managing the Council's housing portfolio. Working collaboratively with Members, services within the council, partners and stakeholders you will deliver the council's objectives and priorities.

Key to the management offer is leading the development and sustainment of integrated approaches to ensure compliance with tenancy and lease obligations and the best possible outcomes for residents.

Shape and strategically lead a progressive service offer for the management of the Council's housing portfolio across a wide range of tenures encompassing tenants, leaseholders, shared owners and residents occupying temporary forms of accommodation.

To drive positive cultural change within the service, promoting empowerment of staff to achieve their full potential through the council values and behaviours. Providing strong leadership from a strategic and operational perspective to modernise services through a digital offer, develop staff and make an effective contribution to objectives linking people, property and places.

### **SERVICE DIMENSIONS**

- Managed stock - 13,000 units
- Comply with and deliver against Regulatory Standards for Social Housing

## **A. Job Description**

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### **1. People Management**

- To be responsible for the selection, development and performance of staff across tenancy services 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 ensure all staff contribute to the Tenant Satisfaction Measurements and the Regulatory Social Housing Inspections in Housing and support the Housing Ombudsman Action Plan.
- 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 tenancy related services through influence and coaching.

## **2. Customer Management**

- Accountable for the provision of a resident-focused and efficient service to residents of the Borough.
- Drive cultural and organisation wide change to develop a strong distinctive performance culture and commitment to resident satisfaction (tenants and leaseholders).
- Develop positive relationships with Cabinet Members, Members and other key stakeholder groups, including resident representative forums and groups to ensure they can contribute to service improvements.
- Work with service leads to develop strategies for ensuring resident empowerment to shape and delivery of the neighbourhood and community service.
- To ensure that residents at risk of losing their home are effectively supported to sustain their tenancy for as long as they need it.
- To ensure the service complies with the principles of equal access and non-discriminatory practice and is accessible to all members of the community.
- Lead the Homes and Neighbourhoods service to improve customer access through a strategic digital service offer, in line with the Council's corporate strategy.

## **3. Operational Service Delivery**

- Take the lead in supporting team managers in the operational delivery of their service, ensuring that resources are allocated and optimised to meet the needs of tenants and leaseholders and to meet the Council's statutory and contractual obligations.
- Develop and promote a strong partnership working culture with integrated approaches across Adult Social Care, Health and Children's Services to effectively deliver the objectives of tenancy compliance and sustainment.

- Responsibility for the strategic management of the housing rental portfolio through strategic leadership, comprehensive business planning, target setting and performance objectives.
- Maintain an overview of all court and legal proceedings ensuring compliance with pre-court protocol, proportionality and equality issues to ensure high quality planning for vulnerable tenants, positive outcomes and high regard by the Courts.
- Ensure the service drives value and performance from procurement and contract management, delivering effective financial and budget management across Housing.
- Have a thorough understanding of the legislative context relating to the Council's statutory obligations, including the regulatory framework for social housing, health and safety, welfare reform and fire safety.
- To provide appropriate Member briefing and translation of legislation to ensure effective, relevant, and responsive service delivery.
- Providing the Cabinet Members, Corporate Director, Director of Housing and the Senior Leadership Team of the Council with the open and timely information that they need to maintain effective oversight of housing services.
- Chair and attend appropriate multi-agency, strategic groups to plan and develop improved practice and provision.
- Ensure appropriate representation at multi-agency forums such as MAPP (Multi-Agency Public Protection Arrangements), MARAC (Multi-Agency Risk Assessment Conference) and CMARAC (Community MARAC) to ensure cases discussed are managed in accordance with agreed practice principles and risks are effectively managed.
- Take a proactive approach to ensure that vulnerable residents, including those who are unable to comply with their contractual obligations, do not fall between services.
- Ensure the right focus on prevention, early intervention and enforcement to underpin the housing management vision.
- Establish meaningful business intelligence reports which support rigorous analysis of performance information and drives improvement.
- Undertake and supervise high level management reviews, produce recommendations and create action plans as needed to implement integrated approaches with other services, improve the quality of work and outcomes across the service.

- Work with the Procurement Teams and Corporate Services to ensure compliant and robust contract management arrangements are in place.
- Identify, own and manage risks arising from strategic and operational plans.
- To provide advice to Chief Officers on strategic and operational issues.
- Continue to develop the service offer for older residents and ensure efficient use of the housing stock.
- Work collaboratively with service leads and managers responsible for property to deliver good quality safe homes.
- Ensure that housing related support services continue to be successful and are delivered to the highest possible standards to create innovative housing solutions that empower residents to be independent.
- Ensure compliance with all regulatory, statutory and legal requirements associated with the management of the Council's housing portfolio.

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

- Ensure that all annual Team Plans, aligned to the Group / Service Plan, are 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.
- Advise and support the Senior Management Team with expert knowledge of current and future housing management issues and legislative context.
- Identify future service challenges and opportunities and develop appropriate strategic approaches.
- Develop and maintain clear governance structures with the service area, ensuring compliance with the regulatory standards.

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

- To take responsibility for effective budget management for the service, reflecting both financial and governance risks involved in ensuring the housing management function is discharged effectively.

- Contribute to the development of strategic and financial plans and keep the business plan and other key strategies under review and manage and mitigate risk.
- 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 best value from managed contracts and develop key external relationships to ensure that critical statutory functions are met.
- To ensure that all workforce expenditure is compliant with corporate guidance and that any temporary resource is purchased through the Council's agency contracts.
- To maximise the contributions from early intervention to secure cost avoidance.
- To manage the delivery of cost-effective services for residents, ensuring that they are delivered efficiently and are compliant with Regulatory standards.
- Support the Director of Housing with the management of the HRA business plan

## **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 / change programmes using the Council's Service Improvement methodologies.
- Ensure a culture of continuous improvement across teams in line with local priorities and overall policy direction
- Create an environment for innovation, allowing for ideas to be put into practice.
- Provide an operational perspective to contract management and market development opportunities.
- Lead on the ongoing development of the tenancy management strategy and process with a focus on cross-functional service delivery.
- Work with other services to develop and implement opportunities for digital advancement within the service through a digital road map.

## **7. Contacts**

- Primary contact will be with Councillors, Senior and other officers within the Council, and residents / service users and their representative bodies.

- Develop, promote and sustain positive and productive internal and external working relationships and partnerships with community, voluntary sector, government, professional bodies and other public and private bodies.
- Primary internal contacts include Repairs and Maintenance, Compliance and Planned works staff and managers, Adult Social Care, Children's Services, HR, Finance, Legal, Counter Fraud, Homeless Prevention Services, Community Safety, Anti-Social Behaviour & Environment and Corporate Estates.
- Primary external contacts include Community Mental Health Teams, Police, London Fire Brigade, Department of Work and Pensions, Court Service, Contractors and the voluntary sector. To include the Housing Ombudsman and the Regulator of Social Housing.

## **8. Miscellaneous**

- Complete other reasonable tasks in order to fulfil role purpose or as instructed by management.
- To deputise for the Director of Housing as required.

## **9. KEY PERFORMANCE INDICATORS**

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

## B. Person Specification

### Assistant Director Homes and Neighbourhoods

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 during selection.

<b>1. QUALIFICATIONS</b>	<b>ESSENTIAL</b>	<b>DESIRABLE</b>
MRICS / degree level qualification or equivalent by experience.	✓	
Evidence of at least a level 5 management qualification or equivalent experience		✓
Evidence of continuous professional development	✓	
Mathematics or statistical analysis to A Level standard or equivalent experience.		✓
<b>2. STATUTORY or ROLE SPECIFIC REQUIREMENTS</b>	<b>ESSENTIAL</b>	<b>DESIRABLE</b>
Ability to work flexibly including out of hours and to attend meetings as and when required	✓	
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>
Proven track record of success in housing management provision.	✓	
Demonstrates significant social housing operational experience at senior level within a high-volume property management setting.	✓	
Extensive experience of strategic planning and service delivery within local or central government, with demonstrable and proven record of achievement.	✓	
Significant experience in preparation, management and control of large complex budgets.	✓	
Contribution to the development and successful implementation of long-term service planning within a local authority or other complex organisation.	✓	
Management of successful service-wide change projects and / or delivering innovative / new ways of working.	✓	
Development and management of key internal and external partnership and stakeholder relationships.	✓	
Experience of using case management systems and working with ICT / systems experts to enhance and configure functionality.	✓	
Ability to develop and extend the synergies and joint working between housing and other Council services and external organisations in order to maximise outcomes for residents.	✓	
Experience of contemporary models of mixed tenure management including service design for new acquisitions, developments and estates.	✓	
Ability to identify opportunities for more effective ways of working and successfully implement the change.	✓	
Experience of developing positive working relationships with Members and the Senior Management Team.	✓	
<b>4. KNOWLEDGE &amp; SKILLS</b>	<b>ESSENTIAL</b>	<b>DESIRABLE</b>



In depth knowledge and understanding of local and national policy, strategy and legislation in relation to housing.	✓	
Expert / specialist knowledge in the application and interpretation of housing management legislation.	✓	
Programme and / or project management capabilities.	✓	
Ability to work in partnership to implement service-wide change while maintaining staff cohesion and operational delivery standards.	✓	
High credibility with the ability to influence and persuade in both an internal and external forum.	✓	
Ability to provide leadership to the service management team and empower and motivate staff to ensure optimum delivery of services	✓	
Ability to manage and maintain budgets and report accurately.	✓	
Excellent communication, negotiating and influencing skills along with the ability to network and form effective working relationships.	✓	
Good understanding of practical implementation of procurement and commissioning of services and relationship management.	✓	
<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.	✓	

**Communication:**

Uses tact and persuasion to influence others, confidently, clearly and consistently delivering key messages to teams and external stakeholders.

