

Job Description

Job title: Head of Asset Planning and Capital Delivery	Service Area: Housing – Assets and Repairs	
Directorate: Housing	Post Number From Oracle	Evaluaiton Number
Grade: XXX	Date issued: March 2025	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.

Croydon Council's new ways of working

We will practice sound financial management, being honest about what we've spent and what we can afford.

We will focus on what we, uniquely, can do as the local authority as the democratically elected leaders of our borough. This means we will focus on our core services, and a small number of evidence-based outcomes that deliver our priorities. But we will also continue to use our democratic mandate to convene our partners around a common purpose and to make a clear case for a better deal for Croydon.

We will aim to become a much more transparent, open and honest council.

We will involve residents in our decision making. But we will also need to be clear with residents about what we can do, and what we can't. When we

have to say no, we will do so with compassion and take the time to explain our decisions.

Responsibility for: Planned maintenance and improvements to the Housing stock, development of long-term business plan for the HRA.

Job Purpose:

As a member of the extended management team, the Head of Asset Planning and Capital Delivery will work collaboratively across their division and with other Heads of Service and directors to ensure the effective and efficient development and delivery of council services that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

The **Head of Asset Planning and Capital Delivery** will be the professional lead for the development and implementation of the longer term improvement plan (planned programmes of work) for the housing stock ensuring an HRA plan is in place for Croydon Council tenants and leaseholders (approximately 14,000 tenants and 2,500 leaseholders). Ensuring that the council meets its statutory requirements for Health and Safety and ensuring efficient and effective service delivery tailored to the needs of the local residents.

Reports to: Director of Housing – Assets and Repairs

Responsible for: the housing estate's long term asset planning and capital delivery of improvements including future HRA developments and also of planned maintenance and capital delivery across the wider council housing stock.

The post holder is responsible for a service budget of £15-30m per annum and will deliver services and the associated savings programme and transformation projects within that budget envelope.

Corporate Accountabilities (all Heads of Service)

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a siloed, single division or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To contribute and lead as required as a project owner on the delivery and implementation of specific corporate projects as required.

To actively role model the council's priorities and ways of working and the council's leadership framework and values.

To lead, manage and develop staff teams and ensure compliance with the council's performance management system and all HR policies and procedures

Be accountable for associated budget and have affordable plans in place to deliver the annual budget and Medium Term Financial Plan.

Provide assurance that the services are compliant and performance monitoring is part of the corporate rhythm, and exceptions have robust action plans.

To operate within the governance, financial and legal frameworks of the Council at all times.

Ensure equalities is embedded into all aspects of professional and managerial roles, including service delivery and at all times carry out your duties with regard to the Council policy.

Ensure by robust management that the services and staff you are responsible for adhere to the Council's Health and Safety Policy and operate within the safety management frameworks.

To ensure the effective management of data and security of information received and used within the division, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

Participate in cross organisational risk management and emergency planning activities as required

Service Accountabilities:

To be the professional lead for all aspects of long-term planning to improve housing stock and develop and implement the Asset Management business plan, which includes:

- Development of Long term HRA business plan
- Surveys of estates and stock conditions
- Responsible for asset data reporting and maintenance of stock condition datasets across the property portfolio

- Working with finance colleagues to assess financial viability of stock acquisition
- planned maintenance, improvements and works
- Capital delivery in HRA

Delivering HRA estate improvement services that meets current and emerging regulatory requirements and legislation. (Building Safety Bill, Fire Safety Act)

- Develop the Council's planned maintenance service, making sure the plan is maintained and resourced in line with projected service demands and productivity and performance are proactively managed.
- Engage with staff across the Service and make sure the management team captures front-line staff experiences and ideas for improvement.
- Deliver all Health & Safety requirements on behalf of the Council in the delivery of services.
- Collaborating effectively with the Customer Insight/Complaints team to ensure complaints are responded to within ombudsmen timescales.
- Learning from complaints associated with the operational service.
- Managing the contractor relationship at an operational level to ensure that KPIs are being met, improvement plans are made and implemented and customer service is at the heart of the service.
- Manage services within defined budgets, working to improve productivity and efficiency.
- Ensure that the Council's statutory duties around compliance are discharged appropriately across the key activities assigned to the service, i.e., LGSR, FRA repairs, Legionella/Water hygiene, Asbestos management as part of repairs work, Lifts and LOLER, fixed wire electrical testing.
- Make sure that leaseholder consultation arrangements are observed, and costs are recovered in line with statutory guidance.
- Represent the Council at resident and stakeholder meetings, including evening meetings as required.
- Develop and implement a business continuity strategy for critical service delivery functions, ensuring effective planning and communication, and collaborating with the council's emergency planning team, emergency and health services, partner agencies, and government organisations to establish robust contingency plans and procedures for managing emergencies.
- Responsible for delivering accurate insights, establishing and monitoring metrics, and ensuring KPI targets are met, and collaborating with the council's corporate performance team to align with broader organisational goals and reporting requirements.

The list of duties in the role profile should not be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

Your duties will be as set out in the above role profile but please note that the Council reserves the right to update your role profile, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

Key Stakeholder Relationships:

Internal:

Members; Chief Officers; Directors; Heads of Service; other teams and senior departmental colleagues across the whole council; trade unions.

External:

Local, regional and national government bodies, agencies and NGOs; professional bodies; other local authorities; partner organisations; statutory bodies; members of the public and community groups; national and local press; trade unions; contractors and suppliers; MPs and MEPs; GLA/London Mayor's office; courts; legal and other representatives; the Housing and Local Government Ombudsman.

Political Restrictions:

This post is politically restricted and under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside the work. **Will only apply to HOS whose duties also involve giving advice to committees, sub-committees or to the Executive or speak on behalf of the Council to journalists e.g Head of Scrutiny, Head of Communications, deputy monitoring and S151 officers**

Statutory Responsibilities:

This role has no assigned statutory responsibilities.

Other Considerations:

You may, from time to time, be required to work outside of regular office hours including weekends and evenings to attend meetings and community events.

The postholder is required to observe and fulfill the seven principles of public life (also known as the Nolan Principles).

1.1 Selflessness

Holders of public office should act solely in terms of the public interest.

1.2 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.

1.3 Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

1.4 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.

1.5 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.

1.6 Honesty

Holders of public office should be truthful.

1.7 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.

Person Specification

Specific Minimum Qualifications and Expertise

Qualifications:

- A professional or management qualification or educated to degree level or demonstrable equivalent experience.

Evidence of Continuous Professional Development, for example,

- i. Formal management training and development programmes such as ILM Level 5 Diploma in Leadership and Management
 - ii. Project Management training such as Prince2 or Project Management Professional certification.
 - iii. Health and Safety qualifications, such as NEBOSH or IOSH
- Professional qualifications in building/construction/surveying

Experience:

- A proven track record of achievement within the public or private sector in the development, management and delivery of a multi million pound planned maintenance service.
- Strong experience of effectively managing large contracts and contractors within either the public or private sector
- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- Experience of establishing and implementing business planning processes and performance management systems to ensure appropriate and cost effective service delivery.
- Demonstrable excellence in team management and service delivery in relation to the provision of customer orientated services that achieve successful outcomes.
- Experience of working in partnership with a wide range of internal and external stakeholders / bodies including statutory bodies and organisations

Knowledge and Skills:

- High level of communication skills to persuade and engage audiences and form positive relationships at all levels (internally and externally).
- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships
- Evidence of being a strong corporate player who will lead, motivate and inspire their teams and build a high performing culture.

- Ability to work effectively across a range of service disciplines and with a range of people.
- Expertise in data analytics and targeting work in relation to identified needs.
- Commitment to the Council's core value and objectives
- Demonstrable knowledge and understanding of working with a range of contractors to deliver services that are cost effective and efficient.
- Demonstrable in-depth knowledge of a housing maintenance service and the residential property maintenance industry.
- A good knowledge of the relevant legal, policy and financial frameworks which apply to housing in a local authority environment

Competencies:

These are the competencies for Head of Service level positions and above.

To deliver to the requirements of this role, the post-holder will need to demonstrate the following behaviours:

We Put Customers First

Coaches their managers to instil a respectful and engaging customer culture within their teams. Creates service plans that reflect the customer voice and is reflective of learning from complaints and which proactively seeks to deliver better customer service.

We Deliver Effective Service

Provides clear guidance and priorities on service delivery plans to their team, ensuring they have the resources and equipment to deliver. Monitors and sets the overall service KPIs challenging performance and ensuring issues and root causes are addressed. Takes difficult decisions to achieve wider organisational goals.

We Adapt and Change

Brings transformational plans to life and is a change champion. Encourage innovation and change across the team, learning lessons from mistakes, giving and receiving feedback to stimulate improvement and development. Champions the development of staff and the building of team resilience.

We Collaborate Constructively

Encourages the collaboration of services across the directorate and organisation as a whole. Builds strong relationships with key stakeholders and partners, finding mutually beneficial ways forward.

We Communicate with Impact

Builds a culture of communication clearly, early and regularly with customers and with each other. Delivers impactful communications to a variety of audiences using different channels. Encourages open and honest communication on challenging issues with the team and customers. Resolves disputes and conflict effectively.

We Lead Inclusively

Sets out the desired future vision for the service in a way that is meaningful. Supports the effective deployment of resources ensuring appropriate use and builds an inclusive and fair environment for staff to work within.

Corporate Values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values and this will be assessed using the criteria below:



One Team: To cross boundaries to work together towards shared goals with colleagues, partners and communities

- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

Proud to Serve: We strive to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives through engagement and you strive to get the best possible value for money for customers.

Honest and Open: We work hard to build trust by treating everyone with honesty and integrity

- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

Taking Responsibility: We encourage and support each other to take responsibility and show what we can do, learning together and recognising each other's contributions

- You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions.

Valuing Diversity: We make the most of the many perspectives that make Croydon distinctive

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the Council and the community demonstrate.

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