

Job title:
Head of Housing Management

Service Area/Division:
Housing

Directorate:
Housing

Date issued:
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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.

Head of Housing Management

One of four Heads of Service who will support the Director of Housing Management as the Council's professional lead for housing.

Reports to: Director of Housing Management

Responsibility for: Housing Management

Job Purpose:

As a member of the extended management team, the Head of Housing Management will work collaboratively across their department 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.

Responsible for the design and delivery of housing management services for the residents of Croydon, includes anti social behaviour, tenancy sustainment, tenancy checks and environmental improvements.

Knowledge of and experience of the working within the regulatory environment which governs social housing.

Ensure the provision of a consistent and high-quality services to customers, by leading and motivating managers and their teams and embedding a culture of excellent customer service that delivers great community outcomes at real value.

Undertake the role of strategic lead including associated policies and procedures in relation to housing management and support services.

Key Deliverables:

Plan and ensure service delivery within a complex / diverse service area. Control operational activities within the service area and ensure professional standards are delivered.

- The service being delivered to the quality, Council, professional and legislative standards required.
- Integrated service development and delivery which is informed by customer, partner and stakeholder views, latest thinking, good practice and legislative requirements.
- Corporate strategies that are effectively implemented within area of responsibility.
- External inspections that are managed effectively.
- Excellence in customer service outcomes.

Manage responses to complex professional or politically sensitive issues within the area of responsibility.

- The provision, directly or sourced, of expert opinion, advice, support and interpretation on all aspects of the area of responsibility, including major decisions.
- Major issues being managed through to a satisfactory conclusion.
- Feedback, enquiries and complaints procedures being developed and managed with the outcome being that the issues raised are effectively resolved and lessons learnt for future improvement and prevention.

Manage key relationships with delivery partners/providers to commission and deliver outcomes within area of responsibility.

- Customer outcomes being clearly understood and specified.
- Services (including property units) being delivered on time, to budget and standards agreed.
- Opportunities to improve outcomes being proactively identified and actioned.
- Suppliers and supply chains being resilient and adaptable to meet changing needs within a good practice and safe procurement environment.
- Expected operational efficiencies being realised.

Develops service plans to meet strategic business goals. Ensure compliance with all internal and external standards.

- Service plans and targets for area of responsibility being developed within the Council's overall strategic framework and agreed and communicated within required timeframe.
- Strategic and operational input being provided to wider business planning and development.
- Progress against objectives being effectively monitored and delivered.

Ensure the development and delivery of continuous improvements in all aspects of the service.

- Improvements being developed and delivered effectively.
- Stakeholder requirements being met.
- Effective use of data

Lead, motivate and develop staff to create and maintain a highly competent and participative workforce.

- Leading and motivating managers and their teams to embed a culture of high competence, effective motivation & collaboration and being outcomes focussed.
- Recruitment, induction, development, performance reviews, employee relations and all HR processes and planning being completed to the required standards and timescales.
- Effective leadership, team and employee engagement at all levels, consistently and sustainably

Identify, secure, deploy and manage the resources necessary for the service area to meet or exceed its objectives.

- Resources including, equipment, people, and systems being utilised optimally and efficiently.
- Annual budget is planned, developed and delivered. Value for money is maximised.
- Financial expenditure and financial integrity are controlled to assure regulatory and Council policy compliance.

Ensure the necessary standards relating to safeguarding best practices/protocols are effectively communicated, monitored and maintained.

- Safeguarding standards being are monitored and maintained in compliance with Council policy as it relates to the role.

Implement a risk management programme and advise on issues affecting Council service areas.

- Business risks being recognised, planned for and managed or escalated as appropriate.
- Systems and governance being in place to and respond promptly to critical events.
- Business continuity plans being up to date and ensuring an ability to provide continuous service.

Ensure the successful implementation of health and safety legislation, policies and practices.

- Developing and maintaining a culture supportive of health and safety and that promotes the implementation of best practice.
 - Having arrangements in place to provide for a systematic approach to the assessment and control of health and safety risks.
 - Monitoring performance and regularly reviewing safety management systems within the department and working practices
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- 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 role, including service delivery and at all times carry out your duties with due regard to the Council's 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.
 - The management – either direct or through contracts, partnerships or other fit for purpose arrangements – of all, emergency accommodation
 - Service development including service reviews, best practice, website and digital offer, value for money, legislative and policy changes.

The list of duties in the job description 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 job description but please note that the Council reserves the right to update your job description, 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.

Delegated Authority:

In relation to the portfolio area of responsibility:

- to exercise decisions and discretion in authorising action in accordance with the Council's policies, procedures and scheme of delegation
- to exercise decisions on strategic issues involving legal, technical, social, economic, policy, cultural and other matters of priority
- to exercise decisions on service development and improvements to deliver long-term, community based sustainable solutions.

In relation to Housing Management Service undertake the above decision making in collaboration with the portfolio Head of Service and/or the Director/Executive Director/CE to provide cover as and when needed

Person Specification

Specific Minimum Qualifications and Expertise

- A professional or management qualification or educated to degree level or demonstrable equivalent experience.
- Evidence of continuing professional development, leadership and personal

Experience

- Demonstrable track record and background of consistent achievement at senior level in a local authority or large complex organisation.
- Proven transformational leadership & management experience.
- Track record in performance management, driving improvements and efficiencies with a significant track record executing team and individual performance effectively.
- Leading , motivating, coaching and inspiring change ,developing a high performing team culture across all areas of responsibility and delivering agreed business and service plans and supporting KPI's.
- Developing and embedding quality assurance to ensure that statutory and regulatory performance metrics are meet and exceeded, and that a commitment to ongoing innovation and improvement defines services delivered.
- Proven strategic leadership experience within a housing context, including direct management of senior professionals and a customer-driven service approach.
- Demonstrable record of leading innovative proactive, impact focused services to residents including anti-social behaviour, co design of services, tenancy sustainment , estate improvement and increasing resident satisfaction
- Experience of establishing and implementing business and service planning processes and performance management systems to ongoing improvements in service delivery
- Demonstrable record of challenging and implementing recommendations from internal and external audits, formulating and delivering action plans
- Experience of working successfully, with evidence of leadership interventions, in partnership with a wide range of internal and external stakeholders / bodies including statutory bodies and organisations
- Proven track record, with evidence of personal impact, in leading, at a senior level, operational teams to deliver improved outcomes that meet the policy objectives of the organisation.
- Proven track record in leading, at a senior level, the strategic design and direction of services.
- Senior management experience in the provision of housing services within a multi-cultural urban community.
- An excellent track record of building internal and external relationships and working collaboratively to achieve and deliver outstanding service, actively incorporating feedback from tenants and leaseholders.
- Demonstrable track record of successful financial and budget management including probity, commissioning, delegations, forecasting and management.
- Proven track record in delivering results within a complex, politically directed organisation, recognising and responding appropriately to politically sensitive situations.
- Proven track record in motivating and leading managers and teams with evidence of personal and professional impact

- Proven track record in collating and using data to sharp service delivery and make decisions.
- Proven experience of improving resident satisfaction, using learning from complaints, residents feedback to deliver continuous improvement in service delivery.
- Evidence of experience in developing personal and leadership approaches that achieve results through learning and collaboration in managers, teams, peers and partners.
- Experience of setting, managing and reporting on budgets

Knowledge and Skills

- An up-to-date knowledge of relevant national, regional and local policy in order to develop strategies and plans.
- Through understanding of housing law and housing management practice.
- Understanding of housing policy and its impact on social housing practice, with the ability to maintain a high awareness of issues that can cause legal, reputational and financial risks to the council,
- The ability to take action to mitigate or prevent risks arising ensuring value for money service delivery.
- Ability and demonstrable experience of innovative and creative thinking, resulting in proven benefit for the organisation.
- Strong resident focus with exceptional interpersonal and communication skills.
- A clear appreciation of the demands of working within a multiple stakeholder, fast-paced, highly political environment
- A thorough understanding of equality and diversity issues as they apply to the work of the Council at all levels.
- Knowledge of close working with Cabinet Members and senior managers
- An acute understanding and knowledge of financial and budget management including probity, commissioning, delegations, forecasting and management accounts.
- A sophisticated level of leadership and self-awareness to facilitate great leadership, learning and collaboration in managers, teams, peers and partners.
- Ability to analyse complex issues, transformation objectives and develop strategic responses to the achievement of corporate objectives.
- Ability to develop and achieve results through partnership working both internally and externally.
- Ensure compliance with the Council Health and Safety and Safeguarding Policy and procedures throughout all aspects of service.
- Ability to communicate in a variety of styles, including the production of reports and other forms of communication materials, to present often complex issues to a wide range of audiences in an appropriate and succinct manner.
- Ability to work effectively with senior Members, Executive Directors, Directors and Chief Executives from other organisations in Croydon.
- Ability to build effective working relationships and inspire the confidence of elected members, businesspeople, decision-makers, community leaders and local people.
- Ability to influence decisions.

- Ability to develop and implement measures for identifying and responding to customer demands and expectations.
- Ability to work effectively within a complex, politically directed organisation, recognising and responding appropriately to politically sensitive situations.
- Ability to plan own workload effectively on a wide range of concurrent issues and projects, meeting all required deadlines.
- Ability to foresee and minimise risks.
- Ability to oversee workload of multiple teams and guide their prioritisation process.
- Ability to lead from a sound grounding of self-knowledge and to translate this into delivering great leadership, learning and collaboration in managers, teams, peers and partners.

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.

Competencies: To deliver to the requirements of this role, the post-holder will need to demonstrate and/or develop the following behaviours:

We Put Customers First

Puts customers at the heart of everything they do. Defines and implements clear customer standards for their team using feedback data and the Residents' Charter to make their service better for customers. Involves customers in strategic decisions to improve service delivery. Co-ordinates with senior managers to translate strategy into service delivery and improvements.

We Deliver Effective Service

Translates strategic service priorities into clear guidance on service delivery actions, ensuring there is the resources and equipment to deliver. Sets service KPIs and monitors performance, spotting patterns of problems or service issues and taking action to deal with root causes. Tracks supplier performance against agreed SLAs, holding them to account. Works with colleagues to solve cross-departmental problems.

We Adapt and Change

Brings organisational plans to transform and improve service for customers to life. Acts as a role model, driving innovation and change across the team. Ensures lessons from mistakes are learned. Encourages and enables skills' development in a planned and structured way. Demonstrates sound change management skills and builds staff morale during times of change.

We Collaborate Constructively

Enables and ensures collaboration with colleagues, contractors for repairs and partners from across Housing and beyond to deliver for customers. Builds partnerships with key stakeholders, finding mutually beneficial ways forward. Builds an inclusive working environment where collaboration is encouraged across a diverse staffing group.

We Communicate with Impact

Communicates clearly and promptly with staff, residents, and stakeholders, tailoring communication style and method to meet the needs of a range of different audiences. Delivers organisational messages with impact. Resolves challenges sensitively and fairly, taking account of the needs of all parties. Encourages open and honest

communication on challenging issues with the team and customers.

We Lead Inclusively

Inclusive and fair in their interactions with all colleagues and team members. Brings strategic plans to life, providing a vision and a clear path on how to achieve it. Supports team leaders in achieving the vision and encouraging optimism about the future direction for the service and for Housing. Delegates and targets resources effectively. Supports the team with demanding work, listens and acts to relieve pressure.

Final March 2024