

APPOINTMENT SUB-COMMITTEE

Subject Heading:	Appointment to the post of Head of Housing Management
SLT Lead:	Interim Director of Housing, Bernadette Marjoram
Report Author and contact details:	Cheryl Graham – Strategic HR Business Partner, Ext 2240
Policy context:	The Councils Constitution sets out in Part 3: Responsibility for Functions, Section 1.2: Functions delegated to general council committees, that the Appointments Sub-Committee will appoint senior officers i.e. Director, Assistant Director and Head of Service (where reporting directly to the Director).
Financial summary:	There are no financial implications arising from this report save for the salary costs associated with the appointment which have been budgeted for.

The subject matter of this report deals with the following Council Objectives

Communities making Havering	<input type="checkbox"/>
Places making Havering	<input checked="" type="checkbox"/>
Opportunities making Havering	<input checked="" type="checkbox"/>
Connections making Havering	<input type="checkbox"/>

SUMMARY

Responsibility for the permanent appointment of senior officers that fall under the JNC for Chief Officers' terms and conditions of employment (i.e. Directors, Assistant Directors and Heads of Service) is delegated to the Appointment Sub-Committee under the Councils Constitution – Part 3 – Responsibility for Functions, Section 1.2 – Function delegated to general council committee.

RECOMMENDATIONS

Members assess the candidates shortlisted for the Head of Housing Management post and determine the best candidate for the role.

REPORT DETAIL

In August 2018, an interim Director of Housing was appointed to manage the day to day delivery of housing services, and to work with the senior management team to bring about transformational change. The proposals for change included:

- The creation of a new Housing directorate led by a new Corporate Director of Housing reporting directly to the Chief Executive of the Council, rather than to the Corporate Director of Neighbourhoods.
- To create four service areas reporting to the Corporate Director of Housing, comprising of four new Heads of Service responsible for Housing Demand, Property Services, Housing Management and Supported Housing Services.

In May 2019, the Interim Director of Housing commenced the recruitment process for the post of Director of Housing and three Head of Service roles. Penna were commissioned via the LGRP (Local Government Resourcing Partnership) Framework to provide an advertising and recruitment handling service which included their Executive Search option. An advert was placed in the MJ (Municipal Journal), on the Penna website, with Jobsgopublic and on the Councils website.

At the closing date (Friday 14th June 2019) Penna reported the following activity:

London Borough of Havering – Heads of Service – Housing Management	
Number of applications received	20
Additional candidates who had indicated that they may be interested in applying for the role	8
Number of contacts who have said that they are not interested in applying	6
Total number of candidates and sources identified	120
Number of candidates and sources approached	102

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A longlist sift by Penna assessed the 20 applicants as falling into the following categories:

- 8 'A' rated Recommended candidates
- 5 'B' rated Marginal candidates
- 7 'C' rated Not Recommended candidates

The 'A' and 'B' rated candidates were further shortlisted against the requirements of the job profile (attached at Appendix A) by a panel comprising of the Interim Director of Housing, the Strategic HR Business Partner and two Penna Associates. As a result, 7 candidates were invited to a technical assessment interview with Penna Associates and the Interim Director of Housing acting as the Technical Assessor. The 7 candidates that attended the technical interview were assessed as falling into the following categories:

- 3 'A' rated Recommended candidates
- 1 'B' rated Marginal candidate
- 3 'C' rated Not Recommended candidate

The 'A' and 'C' rated candidates were further shortlisted by a panel comprising of the interim Director of Housing, the Strategic HR Business Partner and a Penna Associate and the 3 'A' rated candidates have been invited to attend the interview with members of the Appointment Sub-Committee on the 30th July 2019.

The final candidates have been required to complete psychometric tests (Wave & Hogan) administered by Penna and verbal feedback will be provided to the Sub-Committee members on the day of the interview.

The job description is included as Appendix A. The information pack attached as Appendix B (exempt as this contains candidates' personal information) provides members with a summary of each candidate's performance along with their application form and CV.

IMPLICATIONS AND RISKS

Financial implications and risks: There are no financial implications or risks arising directly save for the salary costs which have been budgeted for.

Legal implications and risks: There are no legal implications or risks arising directly. The recruitment and selection process has been managed in accordance with the Council's policies and procedures and has been supported by the oneSource HR Service.

Human Resources implications and risks: There are no HR implications or risks arising directly. The recruitment and selection process has been managed in

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accordance with the Councils policies and procedures and has been supported by the oneSource HR Service.

Equalities implications and risks: There are no equalities implications or risks arising directly. The recruitment and selection process has been managed in accordance with the Councils policies and procedures and has been supported by the oneSource HR Service.

Appendix A

**London Borough of Havering
Job Profile**

Job Title: Head of Housing Management	Directorate: Housing
Service/Section: Housing Services/Housing Management	Post Number(s): Job Evaluation Number:
Grade: G13	Date last updated: February 2019 Date of last Evaluation:

Main Purpose of the Job/Key Objectives:

- To provide the strategic oversight for the following services:
 - Income Management
 - Tenancy Management including anti-social behaviour
 - Community Engagement
 - Home Ownership
 - Client responsibility for estate management and caretaking
- To lead on the strategic implementation and delivery of the relevant housing management practices, legislation and policies across the borough
- To provide strategic direction for CCTV, Warden Service, Antisocial behaviour working closely with neighbourhoods
- To protect the Council's housing stock through auditing and fraud

Job Context:

1. The post holder reports to: Director of Housing
2. The post holder has line management responsibility for:
 - Income Services Manager – responsible for income collection and arrears management, court action for rents, service charges and debts owing for the Housing revenue account and general fund for secure tenancies, temporary accommodation, leasehold units, garages and sundry debts
 - Resident Services Manager x 2 – tenancy management and sustainment for all tenures and types of accommodation in council housing stock; developing welfare and support plans for customers with complex needs

and safeguarding concerns for residents; tenancy auditing, anti-social behaviour, clienting estate management

- Home Ownership Manager – management of the council's home leasehold stock, billing of service charges and major works; managing right to buy and sales programmes; and any buy back and acquisition programmes
- Community Engagement Manager – increase participation with resident groups about housing services, profile residents activities and events to reach diverse groups and engage customers to help steer services
- Business Support and Complaints Officer

3. The post holder is a member of the Senior Management Team
4. The post holder is required to work 36 hours a week.
5. The postholder has Financial/Resources responsibility for a budget of an estimated £8m for Housing Revenue Account and £60m income stream.

Experience

- Experience of successfully leading significant change programmes/projects working collaboratively to drive and successfully support change.
- Experience of effectively running front line services within public sector, preferably within social housing.
- Experience of communicating effectively to customers and at all levels of the organisation.
- Experience of developing and implementing successful customer care strategies and standards.
- Experience of building strong internal and external relationships focused to delivering corporate business objectives.
- Experience of managing and delivering multiple and complex dispute resolution services.
- Planning and prioritising own workloads and those of your teams to achieve tasks within a tight deadline.
- Experience of having worked effectively at a senior level in a political environment; skilled in taking a cross organisational perspective.
- Demonstrable skills in research and evaluation, identification of trends, customer insight analysis; ability to translate this information to maximise potential service improvement.
- Experience of managing resources to ensure financial and service objectives are met within your own area.

Qualifications

A degree or equivalent professional qualification or relevant work experience at a senior level

Working conditions/circumstances

The post holder may be required to work evenings, weekends and occasional public holidays in order to meet service requirements.

Key Accountabilities and Result Areas

Key Result Area	Expected End Result
Lead the Housing Management Service to deliver a cost effective, efficient and professional service to customers	Effective management of all housing management related practices, strategies and policies. Display strong leadership skills across direct staff and across departments.
Direct tenancy management and leasehold management services to enable a high quality housing service to be provided across Housing.	Enable positive feedback and customer satisfaction levels improved by providing high quality services.
Lead on income collection strategies and methods for the Council. Ensure that practices make best use of opportunities.	Maximise income into the housing revenue account and general fund. Ensure legal compliance.
Develop and monitor the performance of each of the functional areas and ensure that services are delivered efficiently and effectively to a high standard.	Ensure that a cross section of value for money exercises, service accreditations and benchmarks are in place to monitor the housing management service.
Be the professional lead for all aspects of service delivery; to develop new policies in each of the functional areas and to be responsible for the long term decision making and strategic planning	Services are effectively delivered, scrutinised and robust processes are legally compliant
Manage highly complex/high risk issues within the framework of housing management, tenancy management and leasehold management ensuring that action plans are developed and agreed	Service risk is assessed and mitigated, manage risk matrix and plans within effective timescales proportionate to risk.

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in line with service requirements.	
Develop customer insight and business intelligence, to enable proper to make recommendations and lead on the implementation of changes, service improvements	Short, medium and long terms goals are developed and responded to as part of service development.
Manage the budget to ensure best use of available resources	Budget is managed; overspend and underspends are addressed in year and they are fully understood by all involved
Work with the Lead Member, Members, Chief Officers and senior representatives	The Housing Service is an effective department and has a good reputation within the Council
Maintain and promote liaison with internal and external stakeholders in order to enhance the Council's performance, reputation and image	The Council works well with partners and positively contributes to the social housing agenda
Deputise for the Director of Housing in all matters relating to Housing Management in general, providing business continuity and emergency responses as necessary.	Services are effectively delivered

Competency Profile

Competencies are a set of descriptions of personal behaviours required by people in their workplace.

Competency	Level	Criteria to be Evidenced (Description)
Communicating openly and effectively	D	<ul style="list-style-type: none">• Uses communication and influencing skills to progress complex situations and achieve significant impact• Able to effectively present to & influence large groups of people• Translates strategy into effective operational messages, easily understood at all levels• Demonstrates an in-depth understanding of organisational politics and uses this effectively• Creates and implements appropriate communication strategies to support complex projects• Ensures communication effectiveness throughout the business is continuously reviewed
Delivering excellent customer service	D	<ul style="list-style-type: none">• Takes a leading role in organisational development and the continuous improvement of services for the benefit of customers• Identifies good practice & solutions and integrates into service provision• Translates customer and stakeholder feedback into strategic improvements• Forms strategic groups and partnerships to develop and improve services• Actively seeks out and recognises opportunities for developing new customer bases
Managing Personal and Organisational Change	D	<ul style="list-style-type: none">• Creates and articulates a vision that generates enthusiasm and commitment• Uses intuition as well as complex analysis to create a new concept or approach.• Encourages others to create strategies, visions and innovative services and emphasises solutions that support strategic objectives• Ensures that the external environment and Government policies are taken into account when determining strategic direction• Demonstrates sensitivity in understanding the impact of change on others
Empowering Leadership	D	<ul style="list-style-type: none">• Inspires, encourages and supports others• Understands broad political, economic and legislative trends, predicting what effect they will have on the organisation• Looks ahead where the organisation needs to be in

		<p>the long term, linked to the vision</p> <ul style="list-style-type: none"> • Compares performance with other organisations to set organisational goals • Is aware of their own leadership style and adapts to bring best out in others.
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Competency	Level	Criteria to be Evidenced (Description)
Achieving Results and Success	D	<ul style="list-style-type: none"> • Able to identify need and put a strategy/business case forward in response to changing needs of the organisation • Understands and considers the impact of external influences • Ensures work processes and projects are well targeted, resourced and managed to deliver strategic aims • Identifies and manages risk, taking appropriate steps in order to identify new and better ways of improving strategic performance • Works with managers, staff, partners and stakeholders to develop new initiatives that contribute to the development and performance of the organisation
Planning and Implementing	D	<ul style="list-style-type: none"> • Anticipates and makes plans to deliver the Corporate Strategy • Incorporates strategic and/or longer term issues in plans • Manages projects, identifies and negotiates relevant resources • Communicates the plans to appropriate staff/stakeholders • Puts in place contingency plans to cope with potential problems • Considers budgets when planning projects
Respecting Others	C	<ul style="list-style-type: none"> • Develops a culture of Equality and Diversity • Empowers people to achieve best practice in this area • Adapts to different audiences • Demonstrates integrity and consistency in decision making • Ensures team members value diversity • Demonstrates clear and consistent leadership in promoting equality and diversity • Ensures full access to services for all • Responds efficiently and appropriately where there is evidence of unfairness

		<ul style="list-style-type: none"> • Respects confidentiality wherever appropriate • Challenges inappropriate behaviour • Upholds a high standard of fairness and ethics in words and actions
Driving Performance	3	<ul style="list-style-type: none"> • Looks at data with a strategic eye and translates data and feedback into performance-oriented actions • Encourages actions and action-focused approaches • Translates strategic visions into realistic plans to drive performance • Works proactively with other departments to create an environment that fosters performance • Creates a performance management culture focused on achieving key objectives • Lead, develop and empower staff to provide a seamless service delivery
Motivating Others	3	<ul style="list-style-type: none"> • Creates and implements a vision where different motivators are accepted and sustained • Has a good overview and is able to use differences in working cultures across services and organisations • Demonstrates effective leadership in promoting motivational approaches • Works with managers and staff to develop new initiatives that address motivational issues in the organisation
Operational Management	3	<ul style="list-style-type: none"> • Identifies opportunities in local, regional and national activity, and secures external funding • Looks ahead and actively seeks to plan according to strategic changes • Uses information to anticipate service planning and operational management • Links budget to outcomes as well as corporate goals – e.g.: MTFS (Medium Term Financial Strategy) • Drives continuous improvement • Uses the information systems in place to measure performance against service and organisational targets
Working Together	3	<ul style="list-style-type: none"> • Finds best strategic partners to deliver priorities • Maintains current relationships and strategically creates the context for new ones • Breaks down barriers between partners, e.g. buildings, technology, and culture

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		<ul style="list-style-type: none">• Takes a proactive role in promoting and strengthening partnerships in the public, private and voluntary sectors• Convenes partnership meetings to decide which is the best way of delivering services
Empowering Leadership	3	<ul style="list-style-type: none">• Inspires, encourages and supports others• Looks ahead where the organisation needs to be in the long term, linked to the vision• Leads by example and models desired organisational behaviours• Compares performance with other organisations to set organisational goals• Is aware of their own leadership style and adapts to bring out the best in others• Leads by example

Additional Requirements:

- The Council has a strong commitment to achieving equality of opportunity in its services to the community and in the employment of people. It expects all employees to understand, comply with and promote its policies in their own work, and to undertake any appropriate training.
- Comply with Health and Safety Regulations associated with your employment.
- Be aware of the council's responsibilities under the Data Protection Act 1984 for the security, accuracy and relevance of all personal data held on such systems and ensure that all processes comply with this.
- To treat all information acquired through your employment, both formally and informally, in strict confidence. There are strict rules and protocols defining employees' access to and use of the council's databases, any breach of which will be regarded as subject to disciplinary investigation.
- You may be required to work at any Council site.
- Demonstrate a flexible approach in the delivery of work within the service area. Consequently, the post holder may be required to perform duties not specifically identified in the job profile but which are in line with the general responsibilities of the post.
- Deal with any Safeguarding issues that might arise, in line with the Council's policies and procedures.