



Havering
LONDON BOROUGH

APPOINTMENT SUB-COMMITTEE

11th February 2022

Subject Heading:

Appointment to the post of Head of Housing Strategy & Development

SLT Lead:

Patrick Odling-Smee – Director of Housing

Report Author and contact details:

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Policy context:

The Council's 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
Places making Havering
Opportunities making Havering
Connections making Havering

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[X]
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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,

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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 Strategy & Development post and determine the best candidate for the role.

REPORT DETAIL

In November 2021, the Director of Housing commenced the recruitment process for the post of Head of Housing Strategy & Development. Penna were commissioned via the Local Government Resourcing Partnership (LGRP) Framework to provide an advertising and recruitment handling service which included their Executive Search option. An advert was placed through the following on-line sites: Inside Housing; Local Government Jobs; Penna; and on the Council's website.

At the closing date, 11th January 2022, Penna reported the following activity:

London Borough of Havering – Assistant Director of Property Services	
Number of applications received	18
Additional candidates who had indicated that they may be interested in applying for the role	4
Number of contacts who have said that they are not interested in applying	13
Total number of candidates and sources identified	110
Number of candidates and sources approached	110

A longlist sift by Penna assessed the 18 applicants as falling into the following categories:

- 5 'A' rated Recommended candidates
- 9 'B' rated Marginal candidates
- 4 'C' rated Not Recommended candidates

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The 'A' and 'B' rated candidates were further reviewed against the requirements of the job profile (attached at Appendix A) by the Director of Housing. As a result, 5 candidates (4 initial "A" rated candidates and one of the initial "B" rated candidates) were invited to a technical interview with the Director of Housing, the Assistant Director of Supported Housing and the Assistant Director of Housing Demand. Unfortunately one candidate withdrew from the process before the technical interviews.

The remaining 4 candidates that attended the technical interviews with the Director of Housing were assessed as falling into the following categories:

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

The 3 'A' rated candidates have each been invited to attend an informal meeting with the Lead Member for Housing during the week commencing the 7th February 2022 and a formal interview with members of the Appointment Sub-Committee on the Friday 11th February 2022.

At the formal interview on 11th February 2022, each candidate will be given a presentation topic in advance and will be asked to deliver a 10-minute presentation to the panel. Following the presentation there will be 5 minutes for questions following on from the presentation and then a formal 45-minute formal interview.

The final panel pack attached as Appendix B (exempt as this contains candidates' personal information) provides members with the interview schedule, Penna's report on each candidate along with their initial application/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.

Human Resources implications and risks: There are no HR implications or risks arising directly. The recruitment and selection process has been managed in accordance with the Council's policies and procedures.

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 Council's policies and procedures.

Appendix A

**London Borough of Havering
Job Profile**

Job Title: Head of Housing Strategy and Development	Directorate: Housing Services
Service/Section: Housing Strategy and Development	Post Number(s): 10009100 Job Evaluation Number:
Grade: G12	Date last updated: November 2021 Date of last Evaluation: November 2021

Main Purpose of the Job/Key Objectives:

This post-holder will provide strategic oversight and lead on implementation of the following areas across Housing Directorate:

- Strategy and Policy
 - Housing development
 - Regulation and scrutiny
 - Innovation and service improvement
 - Performance management frameworks
 - Customer feedback and complaints
 - Resident Engagement and communications
- The post-holder will recommend key changes and improvements in specialist areas across the department.
 - To lead on stakeholder, partner and housing association relationships to enable new housing developments, better outcomes for residents and improved standards in housing across the borough.
 - To lead on the negotiations with developers on planning applications to ensure the housing delivered meets the strategic priorities of the council and maximise the affordable housing.
 - To commission and deliver transformation programmes across Housing Services.
 - To implement performance management framework that drives continuous improvement and quality services for residents.
 - Direct and schedule service reviews alongside relevant Assistant Directors and Director of Housing.
 - To ensure that the resident engagement strategy is developed and implemented across the department.

- To implement a learning culture to enable staff and management development, through relevant training to address current and future skills gaps across the directorate.

Additional Duties

- Drive the delivery of affordable housing in the borough and the management of stock and provision by housing associations for Havering.
- To lead on development and implementation of the Housing Strategy, Tenancy Strategy, Asset Management Strategies, Homelessness Strategy and other strategies and plans.
- To deliver and drive improvements in the following areas: Housing Demand, Property Services, Housing Management and Supported Housing.
- Act as key link with Leader/Lead Member for Housing on regulation, policy, national standards and legislative changes.
- Disseminate emerging national priorities, trends and legislation on housing and disseminate learning across Housing Services.
- To provide policy support and expert advice to Assistant Directors and to support the department's continuous improvement of housing services through strategic planning and corporate values.
- To lead a continuous performance improvement culture, promoting best practice and service improvement in Housing Demand, Supported Housing, Housing Management and Property Services.
- To facilitate active engage with residents / communities across the range of services that Housing Services provides and to help deliver the Resident Engagement Strategy.
- Work in partnership with key stakeholders to better understand socio-economic factors affecting social housing residents and develop partnership approach to address specific needs where representation is under represented in formal and informal resident engagement.
- To develop and align corporate strategies and the corporate plan within Housing Services ensuring that key priorities and strategic objectives are achieved.
- To oversee and schedule performance data, customer insight, feedback and surveys to enable service development across Housing Services.

Job Context:

1. The post holder reports to: Director of Housing

To lead, motivate and manage a team which includes:

- Senior Strategy & Development Officer
- Resident Engagement Manager
- Senior Customer Feedback and Complaints Officer
- Complaints & Customer Feedback Officers x 4, and Complaints Support Officer x 1
- Strategy and Policy Officers x 3
- Service Improvement Officers x 3 (FTEs)
- Resident Engagement Officers x 5 (FTEs)

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The post holder is a member of the Housing Senior Management Team

The post holder is required to work 36 hours a week.

2. The post holder has Financial/Resources responsibility for a budget of an estimated £1m Housing Revenue Account and £1m GF per annum.
3. The post-holder will possess excellent knowledge of best practice in the following areas:
 - a. Housing strategy and housing development
 - b. Homelessness (Rough Sleeping and Temporary Accommodation)
 - c. Housing Management (Tenancy, Income and Resident Participation)
 - d. Supported Housing (Sheltered and Specialist Housing)
 - e. Property Services (Asset Management, Building Maintenance)
 - f. Resident Engagement.

Experience

4. Experience of successfully leading policy performance and strategy development at a senior level within a large complex organisation.
5. Experience of communicating to a variety of audiences using a range of methods.
6. Experience of implementing effective management and business improvement frameworks and quality improvement methodologies.
7. Experience of building strong internal and external relationships focused to delivering corporate business objectives, housing priorities and strategies.
8. Experience of negotiating with key stakeholders including government bodies, regulatory agencies, statutory partners.
9. Experience of working in partnership within a corporate environment, elected members and with external partners and stakeholders.
10. Experience of communicating and engaging with residents and stakeholders to bring about continuous service improvement in housing services delivery.
11. Experience of successfully leading, motivating and managing staff
12. Experience of managing change in a local authority or similar environment
13. Experience of managing multi-disciplined services
14. Planning and prioritising own workloads and those of your teams to achieve tasks within a tight deadline.
15. Ability to manage a complex workload including competing priorities, achieving targets and responding quickly and flexibly to changing needs and demands.
16. Demonstrable skills in research and evaluation, identification of trends, customer insight analysis; ability to translate this information to maximise potential service improvement.

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 and steer the research, development, consultation and implementation of all housing related strategic and policy functions.	The department operates within, and is fully compliant with the national strategic and statutory framework for social housing landlords and housing authorities.
Develop and monitor the delivery of housing strategies and plans, ensuring compliance with legislation and emerging policy objectives.	Customers receive an excellent service that provides value for money and positively impacts on their well-being.
Lead on the performance management framework and performance reporting of all key performance indicators to inform continuous service improvement.	Services are effectively delivered and provide value for money. Council is properly scrutinised and delivers high quality services.
Lead the monitoring of the delivery and business improvement and transformation of social landlords in the borough.	Improved delivery of social housing, quality and excellent management standards.
Lead on the collection of, analysis and distribution of information within the department, including responses to consultation and statutory returns.	Service risk is assessed and controls are implemented ensuring mitigation is properly embedded within Housing Services.
Lead on the analysis of data, identify whether systematic failure has occurred and make recommendations and lead on the implementation of changes.	Short, medium and long terms goals are developed and responded to as part of service development. Housing Services transformation is systematically programmed.
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. Value is achieved across the directorate.
Work with the Lead Member, Members, Chief Officers and senior representatives.	The Housing Service is an effective department and has an excellent reputation within the Council and partners.
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. Services are reviewed and commissioned where appropriate to the best interests of the community.
Lead the Resident Engagement team to champion resident communication and engagement providing expert advice and guidance on standards and regulatory requirements. Offering training and support to staff and residents to achieve higher levels of understanding of the importance of resident engagement in all staff roles.	Resident groups operating within regulatory boundaries and compliance. Minimise risks and reputational damage to Council. Develop accreditation, standards and benchmarks for the service. Staff trained and empowered to work effectively with residents. Higher levels of resident involvement, engagement and satisfaction particularly amongst under-represented groups.

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 emphasizes 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 the long term, linked to the vision• Compares performance with other organisations to set organisational goals

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		<ul style="list-style-type: none">• Is aware of their own leadership style and adapts to bring best out in others.
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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