

Role Title	Corporate Director of Housing
Directorate	Place
Pay Scale	CD1
Purpose	
<p>Lead housing landlord and homeless services p with the objective of building thriving, sustainable communities to improve the life outcomes for the tenants and residents of the borough.</p> <p>Provide strong leadership and vision in the development of the council's Housing services, overseeing the strategic policy direction, operational management and financial control for the Housing service and any associated statutory functions. Ensure the development of resident-centred services, putting tenants and residents at the heart of all activity.</p> <p>Provide advice and guidance to the Chief Executive and Senior Leadership Team and Elected Members, to develop the culture and achieve the aims and desired outcomes of the council.</p>	
Generic Accountabilities	End Results/ Outcomes
Direct, develop and control the service. Responsible for all operational decision making and management of the service.	<p>Activities within the service are directed and controlled to ensure the required outcomes and standards are delivered either directly; through commissioned or funded services; or via community empowerment.</p> <p>Member input, community consultation and customer feedback inform the design, development, delivery, and performance management of the service.</p> <p>Service quality, customer satisfaction, efficiency and continuity are maximised.</p>
<p>Service strategy and policy formulation and implementation are aligned to the Councils overall corporate strategy and objectives.</p> <p>Actively contribute to the corporate management and strategic direction of the council as part of the Directorate Management Team.</p>	<p>Service strategy is developed, agreed, and implemented.</p> <p>Service priorities are established.</p> <p>Changing priorities and external requirements are anticipated and assessed.</p> <p>Innovative approaches and responses are developed and delivered.</p>
<p>Accountable for the strategic and operational planning and delivery of the service targets and objectives.</p> <p>Ensure the service plans and performance (either directly or through commissioned / managed services) result in the implementation of agreed Council strategies, policies, and outcomes</p> <p>Input to the strategic planning of the wider organisation</p>	<p>Policy direction is translated into service outcomes</p> <p>Service and business plans and targets are developed, communicated, cascaded, and monitored</p> <p>Robust performance and quality management systems and procedures are in place and meet all requirements.</p> <p>Performance, quality, and contractual compliance are managed effectively</p>

Ensure the development and implementation of policy, systems, processes, performance criteria governance frameworks, and procedures within area of responsibility meet strategic / operational requirements, internal and external reporting requirements and ensure compliance with external legislation and regulations	<p>Policies and controls ensure that the area of responsibility is compliant with all relevant legislation, codes, regulations, guidelines, standards, and best practice.</p> <p>Governance frameworks have clear accountabilities and effectiveness is measurable.</p> <p>Compliance is monitored and ensured.</p> <p>Action is taken to resolve any issues identified.</p>
Advise Senior Leadership Team and Members on issues relevant to the service. Provide challenge and advice to colleagues, managers, and partner organisations.	<p>Act as lead professional adviser in area of responsibility.</p> <p>Strategic advice, critical challenge and moderation are provided in relation to all aspects of the service and wider council / partner activities as appropriate.</p>
Develop and manage stakeholder relationships. Ensure the service has good relationships with Council Members, other service areas, customers, the public and the media.	<p>Good working relationships with associated and affected interest groups / key stakeholders are established, promoted, fostered, and sustained.</p> <p>Customer comments and complaints are used to improve service performance.</p> <p>The Council is represented on local, regional, and national forums.</p>
Develop opportunities for partnership working both within and outside the council. Lead on relevant partnerships between the Council and other public, private, voluntary and community sector bodies.	<p>Where appropriate, delivery of the service is achieved / supported through partnerships.</p> <p>Partnership working is led effectively.</p> <p>Best practice is identified, shared, and promoted.</p>
Provide leadership and direction for the service, to ensure the delivery of timely and appropriate services to customers.	<p>The service is led by a professional, motivated, and effective management team.</p> <p>Recruitment, induction development, performance review, employee relations and all HR processes and planning are completed to the required standards and timescales.</p> <p>Deficiencies and underperformance are actively resolved.</p> <p>Effective team meetings take place.</p>
Identify, secure, deploy and resources.	<p>Appropriate organisation structures and processes are developed and implemented to meet changing organisational requirements.</p> <p>Resources are effectively and efficiently deployed to achieve service objectives.</p>

Direct and control the financial expenditure and integrity of the service.	<p>Budgets and financial risk are monitored and managed in compliance with organisational requirements.</p> <p>The service is delivered within agreed budget.</p> <p>Funding from external sources is identified and secured where appropriate.</p> <p>Value for money is maximised.</p>
Direct and implement a comprehensive risk management programme for the service.	Operational, financial, regulatory, and political risk are identified and managed in accordance with Local Government and national working practices.
Ensure that the capacity to respond positively to change is enhanced, “traditional thinking” is challenged, and innovative solutions are pursued throughout the area of responsibility.	<p>Necessary changes to culture and practice are implemented and sustained.</p> <p>Conditions for others to perform and to innovate are created.</p> <p>Improvement of the service is focused and driven to meet strategic objectives and improve service user outcomes.</p>
Plan and direct / sponsor significant strategic programmes, projects, and initiatives, both within the service area and across the council / partnerships.	<p>Major change /complex multi-disciplinary programmes are monitored, and directional control provided.</p> <p>Resources required to deliver the project / programme are secured.</p> <p>Projects / programmes have clear and assigned accountabilities and achieve their objectives.</p>
Role Specific Accountabilities	End Results/ Outcomes
<p>Direct and lead Housing services, ensuring the development of strategies, policies, targets, and objectives that deliver the council’s strategic, operational, and financial requirements. Services include:</p> <ul style="list-style-type: none"> ▪ Housing Management ▪ Housing Assets and Delivery ▪ Housing Options and Support ▪ Housing Strategy <p>Ensure that for the ten thousand plus properties we directly manage or are the freeholder we comply with all aspects of Health and Safety and leaseholder legislation. This includes but is not limited to strategies, policies, processes and monitoring, auditing of all arrangements in</p>	<p>Effective arrangements are in place for letting and the management of the council's housing stock ensuring value for money, that the stock is well maintained, managed, and let efficiently and effectively.</p> <p>Effective arrangements are in place to collect rent and service charge income, ensuring all legal requirements are met.</p> <p>Effective and robust processes for Right to Buy and the notification, consultation, and collection of service charges from leaseholders.</p> <p>High quality policies and processes are in place for the management of the council’s housing stock, including viewings and lettings, ensuring clean and tidy estates and tackling tenancy fraud.</p>

<p>respect of Gas, Asbestos, Fire Risk CDM, Legionella, lifts, and security.</p> <p>Working with our partners to source high quality temporary accommodation to meet demand whilst delivering VfM.</p> <p>Direct and lead on preventative measures to reduce homelessness including through the establishment of close working with colleagues, ensuring vulnerable residents can access their welfare benefits and sustain their tenancies.</p>	<p>Robust services are in place to prevent homelessness and supporting resident wellbeing and the financial sustainability of the council.</p> <p>Innovative ways of securing temporary accommodation and dealing with homelessness are established and maintained.</p> <p>Legal and professional responsibilities relating to Housing service are diligently undertaken.</p> <p>Responses to service-related Scrutiny Committee enquiries are managed effectively.</p>
<p>Direct and lead the Housing service in developing a sustainable Housing Revenue Account (HRA) Business Plan and investment programme.</p>	<p>Effective arrangements for the overall management of the HRA and the delivery of the HRA Business Plan are in place.</p> <p>Long term investment programmes are in place and there are sufficient resources to invest in existing stock and bring forwards mixed tenure development.</p> <p>The council's housing stock and other housing assets are managed professionally and in the best interest of tenants.</p> <p>Assumptions around existing and new rental yields are robust and deliverable.</p> <p>Wherever possible we maximise the use of our existing stock and increase capacity through targeted investment.</p>
<p>Work across the Place directorate and corporately to bring about the best housing outcomes for residents.</p> <p>Act as lead representative for Waltham Forest Council when dealing with government agencies and London wide organisations in respect of housing.</p> <p>Oversee the working of the council's Housing Compact with Register Providers.</p>	<p>The council works in partnership with tenants and residents.</p> <p>Housing development and estate renewal meets the needs of tenants and positively contribute to the physical, social, and economic regeneration of the borough.</p> <p>Partnerships (internal and external) raise social housing standards and drive long term investment and new housing supply.</p> <p>Constraints and opportunities presented by regulatory requirements and changes are identified and incorporated into strategic decision making.</p> <p>Strong relationships with regulators, including the Regulator of Social Housing and the Building Safety Regulator, are maintained.</p>

	External funding opportunities for the council's housing growth agenda are maximised.
Ensure vulnerable residents are safeguarded and receive services that meet their needs By ensuring that	The necessary support mechanisms are in place to ensure that tenancies can be sustained wherever possible. The provision of new homes reflects the needs and aspirations of residents.

Nature of Contacts

Elected Members, the Chief Executive, Strategic Directors, Heads of Service and equivalent levels in external bodies, private sector, and partner organisations to advise, discuss, challenge and influence. Establish and lead partnership working with internal / external services / organisations and liaise with national bodies.

Manage complex political relationships and relationships with key stakeholders and delivery partners including negotiation of complex political / strategic / commercial issues.

Manage confidential, challenging and highly sensitive issues / situations, which involve significant negotiation, persuasion and influencing skills. Interaction with others and the ability to successfully influence and motivate are fundamental to the role.

Develop and foster effective external working relationships with key influential people within the community, in government and other appropriate public bodies, to address key strategic issues facing Housing services in the borough.

Develop working partnerships with other Council services and relevant organisations/agencies so that strategies and policies are developed to attract the maximum commitment to their execution and the achievement of their goals and targets corporate responsibilities.

Direct line management of the Housing Senior Leadership Team.

Procedural Context

Lead and control a council service. Member of the Extended Leadership Team.

Accountable for operational and strategic implementation of decisions and direction for the service and for project / programme management for cross cutting corporate and partnership initiatives.

Accountable for the integration of a range of professional /operational areas which are critical to the success of the organisation and for performance and service delivery across the service.

Breadth of vision and strategic and innovative problem solving involves thinking within a general framework of strategic direction in situations where there are often aspects which are ambiguous, intangible, or unstructured. A significant degree of evaluative judgement is required in relation to risks and issues, with the ability to identify the potential impact of a wide range of changing and potentially conflicting internal and external factors. Conclusions and decisions seize opportunities and mitigate risks.

Direction setting, planning and prioritisation is over a number of years to ensure the service achieves its strategic goals, reviewing and adjusting to take account of the risks and opportunities presented by a changing political and regulatory environment.

Key Facts and Figures

Monitor and control the budget of a council service

Decisions will impact across own service, the wider Council, and its partnerships.

Employees directly managed will be senior management teams, each responsible for significant resources and operational service delivery.

Resourcing

Supervisory Responsibilities:

- Director of Housing Assets and Delivery
- Director of Housing Management
- Director of Housing Options & Support
- Assistant Director – Housing Strategy

Budgetary responsibilities

- HRA c.£80m
- General Fund c.£20m

Knowledge, Skills and Experience

- Significant senior strategic management experience, including translating organisational drivers into strategic objectives, longer term plans, new ways of working and specific outcomes, for a portfolio of services in a large public sector organisation (preferably local government).
- Extensive housing management and homelessness experience.
- Proven ability to manage a wide variety of activities across a range of professional areas of expertise and oversee their achievement of the organisation's strategic goals.
- Extensive knowledge of the major issues facing local government.
- Extensive and comprehensive knowledge and understanding of the national policy context, requirements, and future direction for relevant service areas.
- Proven track record of accountability for significant budgets and ensuring the delivery of services within agreed resources.
- Proven ability to drive through and deliver effective performance management within own organisation and understanding of the performance management process in partnership arrangements.
- Significant experience of creating, leading, and sustaining partnerships both internally and externally to achieve shared objectives and synergies.
- Experience in persuading a wide range of stakeholders to work together, encouraging an organisational focus on the needs of the community.
- Authority and credibility to work effectively in a political environment and establish positive relationships with elected members.
- Excellent interpersonal and communication and presentation skills, with proven ability to communicate effectively to a wide range of audiences both horizontally and vertically throughout the organisation.
- Proven track record of operating strategically to identify, initiate and oversee corporate projects and policy development.

Indicative Qualifications

- Educated to degree level or equivalent standard.
- Post graduate qualification / relevant professional qualification.

The above profile is intended to describe the general nature and level of work performed by employees in this role. It is not intended to be a detailed list of all duties and responsibilities which may be required. This role profile will be supplemented and further defined by annual objectives, which will be developed in conjunction with the post holder. It will be subject to regular review and the Council reserves the right to amend or add to the accountabilities listed