

Role Title	Director of Housing Management
Job Family	Place - Housing
Competency Level	Chief Officer
Pay Scale	CD3
Purpose	
<p>The Director of Housing Management provides strategic leadership and direction for the Council's Housing Management service area, a core component of the Housing Service. As a key member of the Council's wider senior leadership, the role ensures the delivery of high-quality, resident-focused housing services that are aligned with borough-wide priorities.</p> <p>Working closely with the Cabinet, Chief Executive, and Strategic Leadership Team, the Director plays an essential role in shaping and implementing housing policy, driving service transformation, and ensuring financial sustainability. The postholder advises Members and senior officers on all matters relating to housing management, helping inform decisions that directly impact residents and communities.</p> <p>Through collaborative leadership and a commitment to excellence, the Director of Housing Management will ensure a joined-up approach across Council services, ensuring housing management contributes effectively to the Council's strategic outcomes and corporate mission.</p>	
Generic Accountabilities	End Results/ Outcomes
<p>Direct, develop and control the service. Responsible for all operational decision making and management of the service.</p>	<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 Council's 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>Ensure the development and implementation of policy, systems, processes, performance criteria governance frameworks, and procedures within area of responsibility meet strategic / operational requirements, internal</p>	<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>and external reporting requirements and ensure compliance with external legislation and regulations.</p>	<p>Compliance is monitored and ensured.</p> <p>Action is taken to resolve any issues identified.</p>
<p>Accountable for the strategic and operational planning and delivery of the service targets and objectives. Ensure the service's plan and performance (either directly or through commissioned / managed services) results in the implementation of agreed Council strategies, policies and outcomes. 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>
<p>Advise Strategic Leadership Team and Members on issues relevant to the service. Provide challenge and advice to colleagues, managers and partner organisations.</p>	<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>
<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>	<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>
<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>	<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>
<p>Provide leadership and direction for the service, to ensure the delivery of timely and appropriate services to customers.</p>	<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 is completed to the required standards and timescales.</p> <p>Deficiencies and underperformance are actively resolved.</p> <p>Effective team meetings take place.</p>

<p>Identify, secure, deploy and manage the resources necessary for the service to meet/ exceed its objectives.</p>	<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>
<p>Direct and control the financial expenditure and integrity of the service.</p>	<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>
<p>Direct and implement a comprehensive risk management programme for the service.</p>	<p>Operational, financial, regulatory and political risk are identified and managed in accordance with Local Government and national working practices.</p>
<p>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>	<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 focussed and driven to meet strategic objectives and improve service user outcomes.</p>
<p>Plan and direct / sponsor significant strategic programmes, projects and initiatives, both within the service area and across the council / partnerships.</p>	<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>
<p>Job-Specific Accountabilities</p>	
<p>Provide leadership and oversight for the Council's housing management services. Ensure that these services support corporate goals, long-term sustainability, and resident wellbeing.</p> <p>Role will oversee tenancy management, estate management, income management, supported</p>	<p>Manage the Council's Housing service in a way that delivers the Council's strategic mission.</p> <p>Work with residents to improve the management of the Council's estates, ensuring they are managed effectively and</p>

<p>housing and independent living, tenant and resident engagement and ASB.</p>	<p>enabling swift intervention on ASB and community safety matters.</p>
<p>Provide strategic and operational leadership to the delivery of leaseholder services:</p> <ul style="list-style-type: none"> • Ensure that policies and processes on service charges, right to buy and leasehold management are compliant with current legislation. • Ensure leaseholder consultation and engagement is customer focused, delivers value for money and is compliant with legislation and policy. 	<p>Reports produced on key standards of service delivery and performance in a timely fashion to stakeholders.</p> <p>Provision of legislative and statutory advice is accurate and timely</p> <p>Section 20 consultation managed effectively</p>
<p>Provide strategic and operational leadership to the delivery of rent collection:</p> <ul style="list-style-type: none"> • Ensure rent collection policies and processes maximise income collection and support vulnerable residents. • Develop opportunities for income generation by providing housing management and leasehold services to other housing providers. 	<p>Income collection maximised and alternative sources of income explored, validated and secured.</p> <p>Vulnerable tenants supported and tenancies sustained.</p>
<p>Provide strategic and operational leadership to the delivery of supported housing and independent living services, ensuring a sensitive and tailored service approach to support vulnerable residents.</p>	<p>Supported housing in place to meet residents needs. Tenancies are sustained and vulnerable residents are able to access appropriate services and live safely.</p>
<p>Ensure continuous tangible improvements to front line services and ensure services procured externally, meet agreed quality standards.</p>	<p>Deliver a modernised high quality housing management service tailored to individual needs.</p> <p>Externally procured services deliver quality services Provide an excellent customer experience.</p>
<p>Ensure a cohesive and integrated approach to housing management across the Council, fostering collaboration across directorates to deliver seamless services that meet the needs of our communities.</p>	<p>Improved housing outcomes for residents through streamlined service delivery, reduced duplication of effort across directorates, and enhanced responsiveness to community needs.</p>

Nature of Contacts

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. Manage 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.

Procedural Context

Reports to the Corporate Director of Housing.

Lead and control a Council service. Member of Housing Senior 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

Resourcing

Teams include:

- Engagement & Service Improvement
- Independent Living
- Tenancy Management & Voids
- Rents
- Place Services
- Home Ownership

Budgetary responsibilities

- Service controllable £18m including salaries
- Rent & Service Charge Income £80m

Supervisory Responsibilities

2 FTE

- AD People Services
- AD Place Services

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).
- 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 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.
- Relevant postgraduate / professional qualification
- Evidence of Continuing Professional Development

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.