

Job Description

Job title: Director of Housing – Assets	Service Area: Housing	
Directorate: Housing	Post Number From Oracle	Evaluation Number
Grade: Dir 2	Date issued:	

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.

Responsibility for leading the Housing Asset Planning and Asset safety functions with responsibility for an annual budget of circa £30million. Leading and embedding the responsive repairs, out-of-hours and planned maintenance contracts for the housing directorate circa £40 million annual spend.

Job Purpose:

As a member of the council's senior management, **the Director of Housing – Assets** will work collaboratively with other directors in the housing directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and the Mayor's Business Plan. This role will also directly be responsible for the composition of the HRA business Plan. Will be the professional lead for the continuous improvement and development of the responsive repairs service for Croydon Council tenants and leaseholders (approximately 15,000 tenants and 2,500 leaseholders) ensuring that the council delivers its promises under the Resident Charter and Customer Service Standards. Will lead the division charged with accountability for the effective planning of the Housing Asset Management strategy and the Building Safety and Compliance teams responsible for the safety of and compliance of our assets. The role is also designed to promote the council's corporate competencies and values through day-to-day managerial behaviours.

Reports to: Corporate Director of Housing

Responsible for:

Asset investment planning, building and fire safety, compliance with Health and Safety of our assets (the big 6). Leading the housing repairs and planned maintenance service, damp and mould case management, disrepair cases. The post holder is accountable for a service budget of circa £70m and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will

To lead and shape the Council's Repairs Management and Maintenance services to residents in social housing

Create and have oversight of the Strategic contract management hub responsible for all contract management and commissioning in the directorate

To lead and shape the planned maintenance programmes of our social housing assets. Including an Asset Management strategy, asset disposal plan and the asset Investment plan.

To lead and shape the Building safety and compliance strategies and programmes of work to ensure all social housing assets are meeting legislative and regulatory requirements and standards

To work closely with colleagues across the council and within the directorate to deliver a one council approach to Asset management, maintenance and disposal

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services against agreed KPIs, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

Be responsible for effective financial and operational performance of the Housing Revenue Account and operational budgets, maximising use of assets and supporting growth.

Corporate Accountabilities

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a siloed, single division or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To contribute and lead as required as a workstream owner and or project lead on the delivery and implementation of specific corporate projects as required.

To actively role model the council’s priorities and ways of working and the council’s leadership framework and values.

To lead, manage and develop staff teams and ensure compliance with the council’s performance management system and all HR policies and procedures

Be accountable for associated budget and have affordable plans in place to deliver the annual budget and Medium Term Financial Plan.

Provide assurance that the services are compliant and performance monitoring is part of the corporate rhythm, and exceptions have robust action plans.

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 roles, including service delivery and at all times carry out your duties with regard to the Council 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.

To ensure the effective management of data and security of information received and used within the division, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

Participate in cross organisational risk management and emergency planning activities as required

Represent Croydon Council externally as appropriate to the role, to ensure strong partnership working, strong public relations, and for other reasons as appropriate.

Deputise for the Corporate Director of Housing on all matters as required.

Work with the Corporate Director of Housing and the other housing directors, take responsibility for building a whole Council approach to deliver on the ambitions of our priorities on housing.

Service Accountabilities:

To direct the Council's Asset Maintenance Division with overall accountability for Repairs; Asset Health & Safety and compliance; Planned maintenance; contract management.

- Maximise the use of the investment in our stock by overseeing a value for money driven asset planning approach.
- Oversee the production of a 30 year HRA Business Plan for planned investments and improvements of the estate.
- Provide direction and oversight of the Council's multi million pound stock investment and asset disposal strategy.
- Ensure full appraisal of all stock options are incorporated into wider discussions relating to the housing estate interventions by the council and its partners.
- Contribute to the annual budget planning process, the long-term HRA business plan, the capital programme and the Council's Medium Term Financial Strategy.

- Contribute to projects as part of the Housing Transformation Programme and wider council transformation.
- Have oversight of all budgets, risk and expenditure within the division.
- Jointly be responsible for delivering the equality strategy, health and safety policy, corporate projects and emergency arrangements.
- Efficiently and effectively utilise the Repairs, Gas and Heating, M and E contractors to achieve the Council's wider objectives and meet the demands of the consumer regulations for Home.
- Ensure that resources and processes are in place to effectively deliver, monitor and manage the Councils' Responsive Repairs and Maintenance service and Asset Management
- Develop effective partnerships between the Council, local communities, stakeholders, contractors and other government agencies in order to achieve the shared outcomes of the sustainable growth strategy.
- accountable for the compliance of our housing assets against the appropriate building safety, fire safety and other Health and Safety legislative and regulatory requirements and standards.
- have oversight for the accuracy and completeness of all asset condition data to inform decision-making related to stock investment, regeneration and disposal strategies.
- To ensure effective management of health, safety & environmental matters for the Council's housing estates.
- provide advice and guidance to the Council on all aspects of health, safety housing estate matters and to ensure legislative compliance with all health and safety requirements, Fire safety and build safety.
- lead and motivate the functions within the division, providing leadership and direction and demonstrating commercial acumen.
- Direct line management responsibility for up to 4 heads of service and matrix management of officers from across the Council on specific pieces of work.
- Accountability for the design of the asset management programme and strategy.
- Promote, develop and establish a positive safety and compliance culture within the directorate.
- Co-ordinate all activities and spend related to ensuring compliance with building and fire safety standards, across the property portfolio, supporting the overall delivery of the asset management strategy.
- Ensures a robust financial and stock reporting, and data collection and analysis framework, so that the team and directorate are supported to make accountable and evidence-based decisions.
- Work closely with colleagues in other divisions to ensure our approach to empty property turnaround is optimised to deliver an efficient and fit for purpose housing supply which meets our lettable standards and maximises income.
- Provide direction and guidance to the Direpair teams to seek effective resolution to disrepair cases, ensuring lessons are learned and embedded in the service to minimise cases

- Provide direction and guidance to the Damp and Mould teams to seek effective resolution to D&M cases, ensuring lessons are learned and embedded in the service to minimise cases
- Deliver HRA estate improvement services that meets current and emerging regulatory requirements and legislation.
- Lead on the development of a performance culture within the division, ensuring robust contract management and excellent customer service is at the heart of the division
- Oversight of the delivery of the consumer regulations as they apply to the division
- Set the direction for the division on the delivery and management of activities which fulfil the Tenant Satisfaction Measures.
- Leads on the monitoring of the delivery of the repairs contracts, using data to hold contractors to account, ensuring repairs performance is managed to deliver to contract KPIs
- Leads on the escalation of repairs performance for housing.
- Oversee the onboarding of all new Repairs and Maintenance contracts to ensure good practices are established, partner relationships are robustly managed and Value for Money assured.
- Oversee the overall delivery of commitments and performance for all Repairs and Maintenance contracts including adhering to the social value commitments, meeting the Tenant Satisfaction standards and delivering to the Consumer standards.
- Ensuring all components and repairs undertaken meet all appropriate compliance regulations to create fit-for purpose, safe homes.

The list of duties in the role profile 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 role profile but please note that the Council reserves the right to update your role profile, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

Key Stakeholder Relationships:

Internal:

Mayor, 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; Housing Improvement Board; Improvement and Assurance Panel; Department of Levelling Up, Housing and Communities; GLA; professional

bodies; other local authorities; partner organisations; statutory bodies; members of the public and community groups; trade unions

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.

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.

The postholder is required to observe and fulfill the seven principles of public life (also known as the Nolan Principles).

1.1 Selflessness

Holders of public office should act solely in terms of the public interest.

1.2 Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

1.3 Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

1.4 Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

1.5 Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

1.6 Honesty

Holders of public office should be truthful.

1.7 Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Person Specification

Specific Minimum Qualifications and Expertise

Qualifications:

- A professional or management qualification and educated to degree level or demonstrable equivalent experience in a related field
- Professional qualification in property related function, MRICS, CIOB, CIH, MICE or equivalent
- Evidence of continuing professional development, leadership and personal development
- Health and safety qualification, NEBOSH General Certificate or equivalent.
- RICS qualified or other professional discipline relevant to the role.

Experience:

- Proven senior or director level track record in ensuring fire and building safety across a large and complex property portfolio.
- Proven experience of robustly managing Repairs contractor relationships to deliver customer orientated outcomes and council KPIs
- Experience of transforming a repairs service into a customer orientated repairs culture
- Experience of engaging effectively with customers to hear their voice and re-shape services
- Experience of successfully leading and managing a diverse workforce, developing successful and cohesive teams.
- Extensive experience of developing robust reporting and data frameworks and using software packages to ensure fire and building safety compliance.
- Substantial experience of contract management, holding internal and external contractors to account for performance and VFM.
- Significant experience of programming building works, ensuring efficiency, and being aware of customer preferences.
- Substantial financial and commercial acumen, used to being accountable for large capital and revenue budgets.
- Experience of providing high quality technical advice on all matters relating to the role.
- Experience of working within a politically driven organisation operating at a senior level with elected or board members;
- Significant track record of successfully identifying and managing risks in project and programme delivery;
- Experience of establishing and implementing business planning processes and performance management systems to ensure appropriate and cost effective service delivery.

- Experience of working in partnership with a wide range of internal and external stakeholders / bodies including statutory bodies and organisations
- Experience of managing a significant, comparable budget

Knowledge and Skills:

- Knowledge of current housing issues and statutory and regulatory requirements.
- Ability to communicate complex ideas, concepts, issues and financial information clearly and simply both verbally and in writing.
- Extensive knowledge of building safety legislation, compliance and regulatory obligations.
- Ability to identify and manage risks and make sound judgements, while not being risk averse.
- Influence and negotiating skills, effective in getting buy-in and support for change.
- High quality written, presentation and interpersonal communication skills, with the ability to tailor to a variety of audiences
- Excellent partnering skills with demonstrable successful outcomes
- High level of communication skills to persuade and engage audiences and form positive relationships at all levels (internally and externally).
- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships
- Evidence of being a strong corporate player who will lead, motivate and inspire their teams and build a high performing culture.
- Ability to work effectively across a range of service disciplines and with a range of people.
- Commitment to the Council's core value and objectives

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.

Updated: March 2023

TAKING
RESPONSIBILITY