

Flintshire County Council

Job Description

Head of Housing Services

Responsible to: Director of Community Services

Job Purpose

As a member of the Directorate Management Team, contribute to the achievement of corporate aims and objectives.

Deliver an excellent range of customer focused housing services offering quality and choice to Flintshire residents.

Lead, develop and direct the efficient and effective delivery of the Council's Housing Service, constantly striving for organisational excellence.

Ensure the service implements corporate policies and programmes consistently and effectively across the Council.

Accountabilities

1. Managing the Corporate Agenda

Contribute to the delivery of corporate goals through the leadership, forward planning and management of the Housing Service.

As part of the Directorate's Management Team, ensure that corporate strategies, policies and procedures are effectively and consistently implemented across the Directorate.

Ensure that the Housing Business Plan is aligned to the Council Plan and is delivered through coordination with other service areas across the Council.

Performance Measures: Organisational objectives delivered on time and on budget; Implementation of Directorate and Service policies and procedures; Statutory and legislative compliance.

2. Management of Resources

Develop and implement a clear strategy for Housing Services through the Housing Business Plan and through contribution to the Housing Strategy to ensure that services are delivered through all core components: values; resources; buildings; people; leadership; management processes and systems; performance management.

Lead the integration of activities and resources across Housing Services to ensure the development of an efficient and effective service. The service comprises:

- Housing Estates Management
- Allocations and Welfare
- Community Services
- Housing Renewal
- Housing Cyclical and Responsive Repairs and Maintenance Service Planning and Commissioning
- Housing Capital Works Planning and Commissioning

The service has an annual budget of approximately £23.7m and has 162 staff (including 4 direct reports) discharging a wide range of activities over 7,500 houses and 1,800 garages.

Performance Measures: Service Plans agreed and delivered on time and within budget; Key Performance Indicators from the National Indicator Sets; Compliance with Welsh Housing Quality Standard; Achievement of Housing Business Plan deliverables; Feedback from stakeholders.

3. Operational Performance Management

Develop and implement robust performance management frameworks consistently across the service, ensuring that performance targets are reviewed in line with the Council Plan.

Ensure effective financial management (including preparation of annual accounts and estimates for funds and expenditure) and risk assessment across Housing Services.

Ensure Housing activities, projects and programmes are delivered on time and within budget.

Develop a customer service culture, creating responsive, high quality and cost effective services and properties for residents.

Oversee the health and safety of staff and those affected by the delivery of services, ensuring the general Corporate Health and Safety Policy and Safety Management Systems is followed consistently and effectively.

Performance Measures: Key Performance Indicators from the Council and Service Plans (including the Housing Business Plan); Development and Implementation of risk assessment; Implementation of performance management procedures; Outputs from audit reports and external benchmarking data.

4. Change Management

Deliver performance improvements by driving modernisation and managing change within the service.

Lead, facilitate and promote change programmes and initiatives, ensuring staff are committed to and capable of delivering excellent services.

Performance Measures: Key Performance Indicators from the Service Plan; Change Management Plans developed, implemented and sustained; Feedback from managers and staff; Feedback from residents.

5. Leadership and Development

Lead and motivate management and staff within the service, instilling and demonstrating corporate values and high standards of conduct.

Appoint, develop and train staff, ensuring effective deployment and retention to deliver excellent service.

Provide the leadership for services for the Council, responsible for strategic development of the service in line with resident and Council needs.

Deputise for the Director of Community Services across the entire range of their duties where and when required.

Performance Measures: Feedback from managers and staff; People Plan Key Performance Indicators (equalities, appraisal, staff attendance and retention, training and development plan); Key Performance Indicators from the Service Plan.

6. Partnership Working and Representing the Council

Ensure that positive partnership working arrangements are developed and maintained with key external stakeholders to ensure improvements in service delivery and outcomes for the communities of Flintshire.

Contribute to the development and enhancement of Corporate and Directorate policy and service delivery as a member of external working and professional groups and by developing relationships with partners and organisations.

Represent the Council by contributing to the local, regional and national debate in the discussion and development of Housing issues, policy, strategy and legislation.

Performance Measures: Feedback from partners and external organisations; Quality of services; Capital and project plans within budget and timeframes.

7. Programme and Project Management

Lead projects and programmes to support the Director of Community Services in developing strong partnerships and delivering strategic and service objectives.

Provide the lead on a range of capital, development and improvement projects and programmes for housing services.

Performance Measures: Directorate-wide programmes and projects developed and delivered; Agreed corporate and service performance measures improved.

8. Political and Democratic Management

Establish and maintain strong working relationships with elected members, providing professional advice and support on all matters relating to Housing Services. Together with elected members, develop good governance in running Flintshire County Council effectively.

Performance Measures: Feedback from Members; Effectiveness of internal working relationships

Person Specification

Qualifications

Essential:

Educated to degree level or equivalent, and evidence of continuing professional development.

Evidence of continuing professional development.

Desirable:

A member of the Chartered Institute of Housing.

Relevant post-graduate qualification.

Knowledge/Experience

Essential:

Substantial senior management experience in a local authority (or other substantial social housing landlord/agency) in at least one of the major Housing Service areas.

A record of achievement in developing and delivering service objectives and plans, based on performance management principals.

Detailed understanding of public sector working, government priorities and policies.

Success in developing working relationships internally and externally to deliver a wide range of housing services.

Significant experience of resource management (people, finance, physical resources)

Experience of initiating, developing and managing successful projects and programmes.

A thorough awareness and understanding of current legislation, regulatory requirements, case law, ombudsmen decisions and best practice in relation to all areas of Housing Services.

Experienced Project Manager.

Desirable:

An understanding and previous experience of dealing with housing stock, tenants and other stakeholders in a period of transition and significant change leading to ballot and potential transfer of its housing stock.

Expertise in implementing successful change programmes.

Skills

Essential:

Ability to lead and motivate a diverse workforce, providing support and development to individuals and teams and leading by example.

Ability to manage to tight deadlines, within budgetary constraints and delivering services with a customer focused approach.

Significant communication skills, particularly in motivating, negotiating and persuading others.

Well developed political acumen and sensitivity.

Adaptability and flexibility in delivering corporate and operational results in a changing environment.

Significant ability to analyse complex information, situations and issues, and produce effective and pragmatic solutions.

Ability to speak and read Welsh to a minimum of Level 1 (as defined in Flintshire County Council's Welsh Language Skills Self Assessment Guide) or agreement to achieve this level within 12 months.

BEHAVIOURAL COMPETENCIES

“BIG PICTURE” THINKING: *Ability to look forwards and outwards, particularly in the development of community leadership and cross county initiatives; To think about the broader perspective (locally, regionally and nationally); To apply ideas, learning and techniques to different situations and to identify the key issues in complex situations; Uses strategic thinking.*

Level of Behaviour:

- Drives positive outcomes by assembling complex situations into a clear and useful model.
- Identifies big opportunities and issues, seeing beyond the detail.
- Identifies critical drivers and implications in complex data, and acts accordingly.

ACTING FOR THE COUNCIL: *Ability to align one's own behaviour with the overall needs, priorities and goals of the Council and the community it serves; Acts in a way that demonstrates a strong sense of corporate identity rather than directorate identity.*

Level of Behaviour:

- Stands by decisions that benefit the Council even if they are unpopular.
- Acts as an external advocate for the Council and the county of Flintshire.
- Acts on opportunities where active collaboration outside own area of accountability can deliver real benefit to the Council
- Demonstrate and champion high standards of corporate governance

POLITICAL AWARENESS: *Ability to understand the political and other power relationships within and beyond the council – internal and external; Understands how decisions are made in the political environment and the influence of external organisations and community groups on the political decision making process.*

Level of Behaviour:

- Identifies the key decision influencers and makers within and outside the Council
- Works with reference to the agendas of key opinion formers
- Contributes to regional and national agendas, in developing policies and priorities.
- Describes and uses the power and political relationships within and outside the Council

COLLABORATIVE WORKING: *Ability to work collaboratively and supportively with peers, colleagues, councillors and partners on local, regional and national levels.*

Level of Behaviour:

- Makes collaborative working a key personal priority and source of the Council's success
- Creates the conditions for successful collaborative working in developing regional and national policy
- Brings conflict into the open and achieves resolution.
- Actively seeks and builds on common ground and shared goals
- Builds enduring relationships, regionally and nationally based on trust and common ground.
- Actively offers ideas, advice and opinions to help others
- Engages internal and external stakeholders in developing, communicating and achieving a vision

PERSONAL LEADERSHIP: *Ability to lead and motivate in order to deliver outstanding results.*

Level of Behaviour:

- Communicates a compelling vision
- Presents a vision of future success that is compelling and exciting
- Enthuses people around the vision
- Communicates the strategy for achieving the vision and objectives to measure when that vision has been reached
- Instils confidence in the team that the vision can become reality
- Re-iterates the vision frequently and consistently
- Inspires the team to make a step change in performance

COURAGE AND INTEGRITY: *Acts in a way that is consistent with what one says i.e. demonstrating personal commitment to the Council values and standards of conduct; Believes in one's own ability to accomplish a task, make effective decisions and meet challenges.*

Level of Behaviour:

- Acts on values even when significant cost or risk is associated with doing so
- Challenges others to act on agreed values
- Actively seeks out and takes on very challenging (potentially personally risky) tasks
- Demonstrate and champion high standards of personal and professional conduct

- Demonstrate and champion equalities in the treatment of others and in the delivery of services

MANAGING PERFORMANCE: *Delivers agreed outcomes by championing continuous improvement; Sets clear milestones in the direction of resources, people and technical processes; Challenges others openly and constructively on performance issues to bring the best out of others.*

Level of Behaviour:

- Champions performance improvement and confronts performance issues
- Rigorously manages performance against demanding targets
- Consistently challenges individuals openly and constructively about performance problems; takes action if performance does not improve
- Creates a culture where effective performance and continuous improvement are valued

PLANNING AND ORGANISING: *Ability to effectively plan and organise the activities of self and others, implementing solutions for positive outcomes; Ability to analyse and understand issues, problems and situations in order to solve problems, process information, form judgements and develop relevant solutions.*

Level of Behaviour:

- Organises resources to meet complex plans or long term projects
- Plans, analyses and keeps track of major, complex issues and projects which have long term and changeable variables
- Demonstrates effective planning and organising through the successful delivery/co-ordination of complex plans, projects and other activities, on time
- Demonstrates 'attention to detail' when planning and organising resources
- Effectively communicates in advance to all parties involved; ensures the right people and the right equipment are in place at the right time
- Reviews the effectiveness of complex plans at the end of delivery, and identifies learning points for future improvement

CITIZEN FOCUS: *Understands citizens and their needs, and strives to exceed their expectations. Puts citizens at the heart of planning, ensuring a longer term perspective in addressing their needs.*

Level of Behaviour:

- Works with a long term perspective in addressing citizens' needs
- Habitually seeks to understand the feelings, needs and concerns of citizens to inform his/her approach
- Puts plans in place to address future citizen needs
- Constantly puts citizens at the heart of what he/she does

EMBRACING CHANGE: *Energises and engages self and others and mobilises action to embed change.*

Level of Behaviour:

- Publicly challenges the status quo by comparing it to an ideal or a vision of change
- Creates a sense of urgency around a change agenda
- Champions major change initiatives with drive and energy
- Works with persistence to overcome obstacles to change
- Creates right team conditions for change and secures the right resources and support

DEVELOPING SELF AND OTHERS: *Ability to create an environment in which everyone is motivated to learn and develop to maximise their full potential*

Level of Behaviour:

- Encourages organisational learning and continuous improvement
- Promotes a learning culture, committed to continuous improvement and development
- Builds skills and capability aligned with organisational need
- Building and using the diversity of staff, skills mix, different perspectives
- Encourages cross functional development encouraging the secondment of staff to different departments within the Council