

CANDIDATE BRIEFING PACK

Divisional Head of Housing Services

Prepared for London Borough of Enfield

August 2024



Penna

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Advertisement

Divisional Head of Housing Services

London Borough Enfield

Salary: £83,430 - £100,869



With a vibrant and increasingly diverse community, Enfield's population is growing. To ensure our residents thrive, our Council Plan 2023-26 is dedicated to investing in more and better homes. But we're not just building new, sustainable homes to meet the growing needs of our population. We're also committed to enhancing our existing housing stock, ensuring high quality standards for our council tenants and leaseholders. As Divisional Head of Housing Services, you'll help us make a positive impact on our communities, a goal that's central to our borough's mission.

As the Divisional Head of Housing Services, you will lead a diverse portfolio of services, including homeownership, leasehold, service charges, rents, allocations, lettings, void property management, and resident engagement. With your leadership, we'll ensure high performance, satisfaction, and effective management of our 15,000 housing stock and communal areas.

It's a task that calls for a broad range of experience in leading housing services, and the financials associated with it. We'll also be looking for excellent stakeholder engagement, and communication skills. These talents are essential, as you'll be leading complex projects, programmes, and change management initiatives. We'll also be looking for the ability to develop and drive teams, while upholding a culture of equality, diversity and inclusivity.

If you have expert knowledge of public sector leasehold services, a strong focus on resident satisfaction and service improvement, plus the management of significant budgets and the development of strategic initiatives, this could be the role for you.

Be part of a team dedicated to transforming housing services and making a real difference in the community.

For a confidential discussion contact:

Brian Gallagher on 07716 098175 or email: brian.gallagher@penna.com or

Pete John on 07701 305617 or email: pete.john@penna.com or

Bruna Varante on 07858 306725 or email: bruna.varante@penna.com

To apply, please visit: <https://execroles.penna.com>

Closing Date: Midnight, Sunday 15th September 2024

BE BOLD, MAKE A DIFFERENCE, SHOW YOU CARE

JOB ROLE PROFILE AND PERSON SPECIFICATION

Post Title and Number:

Divisional Head Housing Services

Post Number: TBC

Present Grade: HOS3 (TBA) Dept: Housing and Regeneration

Service/Section/Team: Service Directorate Residents

Reports to (title): Service Director Residents

Purpose of the Role:

As a senior leader within the Council the Head of Service will:

- Communicate agreed direction and purpose for staff in the service in a way that engages and motivates people
- Lead their service area to deliver high performance
- Lead the budget planning process for their service
- Lead the effective planning, commissioning and delivery of services
- Set and communicate clear service standards
- Contribute to the development and implementation of strategic goals for the service which link to the Council priorities and support the achievement of the long-term ambition for the Council and its residents
- Identify and recommend evidence-based areas for service development and improvement.
- Build effective relationships with relevant partners and elected members

As Divisional Head of Housing you will

1. Lead a portfolio of diverse services providing expert knowledge and leadership for homeownership, leasehold, service charges and rents services, our allocations and lettings services, void property management, our sheltered and older persons service and resident engagement services. This is a large and complex group of services requiring the Divisional Head to lead and respond to the needs of council tenants and leaseholders, demonstrating high levels of performance, raising satisfaction and ensuring the best use of our 15,000-housing stock.
2. Be the lead manager on ensuring Enfield's compliance with the Regulator for Social Housing standards and HRA Business Plan financial targets.
3. Be the lead manager responsible for ensuring the best use of our housing stock, overseeing the delivery of voids management, lettings and allocations

4. Develop mixed tenure management strategies that support the management of new estates and estates going through regeneration. Provide leadership across the borough working with other housing providers ensuring high standards of performance and conformance with regulatory requirements..
5. Lead homeownership and rent services being the strategic lead for service charges and rent management and income maximisation.
6. Develop an older persons strategy to meet the needs of this growing population, delivering sheltered and extra care services and ensuring an offer for older residents in general needs housing ensuring their safety and well being
7. Be directly responsible for significant revenue budgets and lead on the HRA Business Plan for Housing, set strategic priorities, deploy resources appropriately to meet the Council's strategic objectives, financial targets and savings are met.
8. Support the Director of Housing Services (Residents) in setting the strategic agenda, establish strategic priorities and oversee the deployment of resources to ensure that the Council's strategic objectives are met,
9. Be the lead strategic manager for improving service delivery ensuring the Council fulfils its obligations to Regulator for Social Housing and the Housing Ombudsman.
10. Be the lead expert and advise the Council on issues regarding council housing Services
11. Lead on the resident experience including the engagement and involvement strategy, placing residents at the centre of the design and delivery of services through effective resident structures. Create a positive workforce culture that embraces working the with residents and lead on the wider delivery of services across all of Housing as it impacts on their home, their wider living environments, and their quality of life.
12. Lead complex and diverse services championing a culture of continuous improvement and collaborative working across the Department and with colleagues across the council and externally.
13. Be responsible for a significant budget providing robust contract management and, where applicable, a strong clienting function of internal Service Level Agreements
14. Deputise for the Director of Housing as required at strategic meetings and events involving local and national issues.
15. Write Cabinet and Delegated Authority reports briefing members appropriately to take forward key and operational decisions relating to the service.
16. Model and embed the council's values and behaviours to help build a sustainable highly effective organisation and develop our reputation as a successful council delivering great value for its residents.
17. Embed a culture of continuous improvement and collaborative working across Housing and Regeneration, with colleagues across the council and externally.
18. Ensure service delivery complies with the public sector equality duty to eliminate discrimination and promote social justice.

Estate Services portfolio responsibilities are as follows:

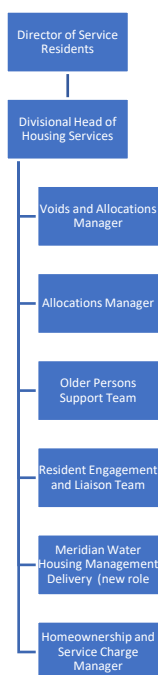
- Home Ownership
- Rents Service
- Resident Engagement
- Voids management
- Lettings

- Allocations
- New build management (including Meridian Water estate management plan)
- Older Persons Services

Dimensions including Structure Chart:

1. Ensure the collection of tenants rents and service charges in accordance with the Rent Standard circa £70m annually
2. Direct responsibility for ensuring the collection of circa £7m annual leaseholder service charges and £10m major works contributions
3. Maximise all sources of external funding both revenue and capital to add to the service offer and be responsible for developing a strategy to increase income, either from our own assets or working with RP partners in the borough.
4. Contribution to robust budget management of associated Services budgets
5. Management of a diverse range of services and functions

6. Structure Chart:



7. Number of direct reports:

DH Housing Services 6

The structure is to remain flexible, and to change in line with the wider Council strategy for Housing Services

There is a further requirement to provide robust contract management and strong clienting function of internal Service Level Agreements.

8. Nature of reporting relationship between post holder and line manager

Direct report

The postholder will be responsible for building and maintaining effective relationships with individuals and bodies (internal and external). The list below is not exhaustive:

- Community groups
- Residents
- Formal and informal residents' representative groups.
- Councillors and Members of Parliament
- Senior officers of the Council
- Officers from various departments: Children's Services, Adult Social Care, Community Safety Services, Strategic Property Services, Strategy Department, Environment Services and Regulatory Services, Communications
- Third Sector Organisations
- Statutory services
- Regulatory bodies
- Commercial organisations
- Service providers
- Faith groups
- Children and young people
- Schools

9. Any other relevant statistics

The service is created against the backdrop of financial pressures brought about by the Covid-19 pandemic, the regulatory requirements for social housing and the housing crises resulting from undersupply of affordable homes and ever-growing needs of residents.

Accountabilities
1. Ensure that people processes, and resources are in place to deliver effectively maintaining a strong control environment
2. Hold others to account.
3. Identify and develop talent within their service
4. Direct responsibility for significant budgets ensuring budgets for services and/or programmes are managed to time and cost with an eye to both efficiency and effectiveness
5. Monitor performance with rigour and act with pace on any areas of concern
6. Develop and ensure that service improvement programmes and plans are in place
7. Ensure effective communication processes are in place
Corporate & Strategic
8. Make a positive contribution to the Housing and Regeneration Management Team.
9. Identify and focus on key strategic challenges for the organisation and ensure that business processes are attuned to changing priorities that may be locally or nationally driven.
10. Develop and extend the synergies and joint working between housing and other council services and external organisations in order to maximise outcomes for residents.

11. Provide outstanding leadership and direction to the service, driving service transformation and ensuring excellent joint working with Members and other stakeholders.	
12. Represent housing management on corporate and strategic forums and lead on developing a range of community partnerships.	
13. Take a prominent role in influencing, shaping and developing the annual delivery Plan, the HRA Business Plan, and contribute to all aspects of the Council Housing Strategy.	
14. Ensure that Council Homes' policies on equalities and access to services are adhered to in all areas of the Division's work.	
15. Ensure that Council Homes' policies on equalities and access to services are adhered to in all areas of the Division's work.	
16. Deputise for the Director where appropriate; at a senior stakeholder, officer, political and community level.	
Income	
17. Ensure the maximisation of the collection of service charges and major works invoices from Leaseholders.	
18. Ensure that first rate processes exist for all aspects of Income collection and income maximisation.	
19. Be commercially minded in attracting project finance and driving delivery of projects	
Resource Management	
20. Provide strategic leadership within the Housing portfolio, contributing proactively to the collective leadership for the council, working collaboratively with Members, services, partners and stakeholders to deliver the council's objectives and priorities.	
21. Ensure that Council Homes' performance management and employee development scheme is implemented within the Division.	
22. Promote the Councils culture programme	
23. Demonstrate financial acumen when managing Housing Operations budget and in doing so achieve year on year efficiency savings by delivering service innovations.	
24. Develop a highly skilled, continuously improving and market leading service that delivers our customers aspirations for service, quality and value for money.	
25. Provide leadership, guidance and direction to staff; role modelling a coaching culture that encourages engagement. Building and maintaining successful internal and external partnerships and relationships, communicating effectively both inside and outside the council.	
Customer Focused Services	
26. Promote tenant and customer engagement in service planning, delivery and review and put the tenant at the centre of everything that we do.	
Communication and Partnerships	
28. Lead existing and develop new partnerships, both within the council and with external partners, to establish a coordinated and integrated approach to the management of the	

service ensuring that all relevant stakeholders are consulted on programmes and projects undertaken.
27. Represent Council housing at resident meetings and events.
28. Build and maintain excellent working relationships with cabinet members and customer to ensure political and strategic oversight of the delivery of council housing services and manage reputational risk for the council
29. Prepare and present reports to a range of bodies.
30. Bring about effective working relationships with a variety of statutory and voluntary agencies in the Borough.
31. Develop excellent partnership working with residents.
32. Negotiate effectively with a range of agencies on behalf of Council Homes.
33. Ensure legal obligations are adhered to in relation to leases for property owners and licenses for occupants
34. Work closely with the Regeneration team on the modernisation of our estates so as to provide the right service offer to our residents.
Housing Management Services
35. Effectively manage provision under a contract (SLA) of housing management services to the Council's Housing Company(ies)
36. Any other duties reasonably requested by management
37. Carry out all accountabilities in compliance with the Council's Policies and Procedures

Key Relationships (Internal and External):

National/regional

Community organisations, third sector organisations, statutory services, regulatory bodies, agents, promoters, external funding bodies and initiatives, Local Authority networks, Registered Providers, Councillors and Members of Parliament, contractors and service providers.

Local:

Local community organisations and support groups, the public, community and representatives, schools, faith groups, nurseries, youth groups, commercial organisations, groups and individuals, registered tenants' association, residents' representative bodies such as but not limited to Housing Advisory Group, Leaseholder Forum, Customer Voice, tenant management organisations

London Borough of Enfield:

To provide information and promote commercial and partnership opportunities in community venues with officers of Children's Services, Adult Social Care, Community Safety Services, Strategic Property Services, Strategy Department, Environment Services and Regulatory Services, Communications. To assist with co-ordination of joint Initiatives. To link with officers in Finance, HR, Procurement, Payroll, Payments Team, Legal, Health and Safety, Strategic Property and Communications to ensure the smooth running of the service.

Equality and Diversity:

The Council has a strong commitment to achieving equality in its service to the community and the employment of people and expects all employees to understand, comply with and promote its policies in their own work.

Health and Safety:

The post holder shall ensure that the duties of the post are undertaken with due regard to the Council's Health and Safety Policy and to their personal responsibilities under the provisions of the Health and Safety at work Act 1974 and all other relevant subordinate legislation.

For a more detailed definition of these responsibilities, refer to the current versions of the Corporate Health & Safety Policy, Group Safety Policy and employee information leaflet entitled "Health & Safety Policy; Guidance on Staff Health & Safety Responsibilities".

Corporate Health and Safety Responsibilities

All employees have personal responsibilities to take reasonable care for the health and safety of themselves and others. This means:

1. Understanding the hazards in the work they undertake
2. Following safety rules and procedures.
3. Using work equipment, personal protective equipment, substances, and safety devices correctly; and
4. Working in accordance with the training provided and only undertaking tasks where appropriate training has been received.

Employees shall co-operate with the Council by allowing it to comply with its duties towards them. This requires employees to:

- take part in safety training and risk assessments and suggest ways of reducing risks; and
- take part in emergency evacuation exercises.

Employees shall report all accidents, 'near miss' incidents and work-related ill health conditions to their manager/supervisor/team leader.

Employees shall read the Corporate Health & Safety – Organisation Part B Policy to ascertain and understand their responsibilities as an employee, line manager, Assistant Director or Director of the Council.

Information Security:

In order to protect the confidentiality, integrity and availability of Council information, including information provided by customers, partner organisations, and other third parties, where applicable, employees will comply with the Council's Information Security Policy.

Statement of Commitment to Safeguarding of Children and Vulnerable Adults through safer employment practice:

Enfield Council is committed to safeguarding and promoting the welfare of children and vulnerable adults. Safe recruitment of staff is central to this commitment, and the Council will ensure that its recruitment policies and practices are robust, and that selection procedures prevent unsuitable people from gaining access to children, young people and vulnerable

adults. All staff employed to work with or on behalf of children and young people in the Council must be competent.

All staff working with Children & Vulnerable Adults should be aware of and share the commitment to safeguarding and promoting the welfare of children, young people and vulnerable adults when applying for posts at Enfield Council.

PERSON SPECIFICATION

Job Title: Divisional Head of Housing Service

Grade:

Department: Housing and Regeneration

Team: Service Directorate Residents

HOW TESTED

Application – A

Test – T

Interview – I

1. Experience of translating strategic objectives into operational plans, provide positive leadership, empowering, enabling, motivating, and developing the workforce to deliver change with the passion and drive to become best in class.,
2. A proven commitment to equality and diversity, both as a leader and a service deliverer, with an ability to demonstrate personal leadership and champion diversity.
3. Significant housing knowledge and experience including expert knowledge of housing legislation and leasehold law and practice, including experience of First Tier Tribunals and court cases
4. Experience of demonstrable visible leadership and experience of fostering a positive organisational culture.
5. Proven ability to manage political and cultural issues and lead project, programme and change management programmes.
6. Innovative thinker, willing to look beyond local government solutions to challenges and having a leading role in external bodies to deliver best practise.
7. Experience of using advanced interpersonal skills to inspire, motivate, coach and develop team members to high levels of performance.
8. Advanced relationship and stakeholder management skills and skilled in written and verbal communication to influence and engage others effectively.
9. Excellent financial and budget management skills with the ability to deliver economies through creative and efficient working practices.
10. Experience of managing a housing customer facing service to high standards, ensuring services exceed regulatory requirements.
11. Experience of working with the wider social sector (ie health/adults services) to deliver improved outcomes for residents.
12. Experiences of leading teams to develop initiatives with a prevention and early intervention focus

A/I/T

13. Evidence of service improvement outcomes including through working with wider stakeholders and supporting residents to be resilient.

Behaviours

Appropriate behaviours are key to the delivery of our vision for Enfield.

We want staff who will work collaboratively, flexibly and constructively, and exhibit this ethos in all their dealings with residents, colleagues and partners. Our leaders will be exemplars of the following behaviours and encourage them in staff at all levels;

Take Responsibility

We want staff who are willing to make decisions and be accountable for them. Staff should have a positive can-do attitude where they see problems as challenges which can be overcome. They should accept responsibility for service delivery, be clear about their service offer and deliver what they promise.

Open, Honest and Respectful

We want staff who are comfortable and confident to acknowledge the difficulties and the barriers they face. They should also be able to constructively challenge the way things are done where there is evidence that it impedes service delivery. Challenge should be conducted in a professional, courteous manner with the aim of reaching a mutually agreeable resolution.

Listen and Learn

We want staff who are prepared to actively listen and reflect on customer concerns with a view to understanding the customer's point of view. Staff should be able to receive constructive criticism and be prepared to adapt the way they operate and deliver services where appropriate.

Work Together to find solutions

We want staff who can work collaboratively with other departments and partners, freely sharing their knowledge and skills to identify solutions to address customer concerns.

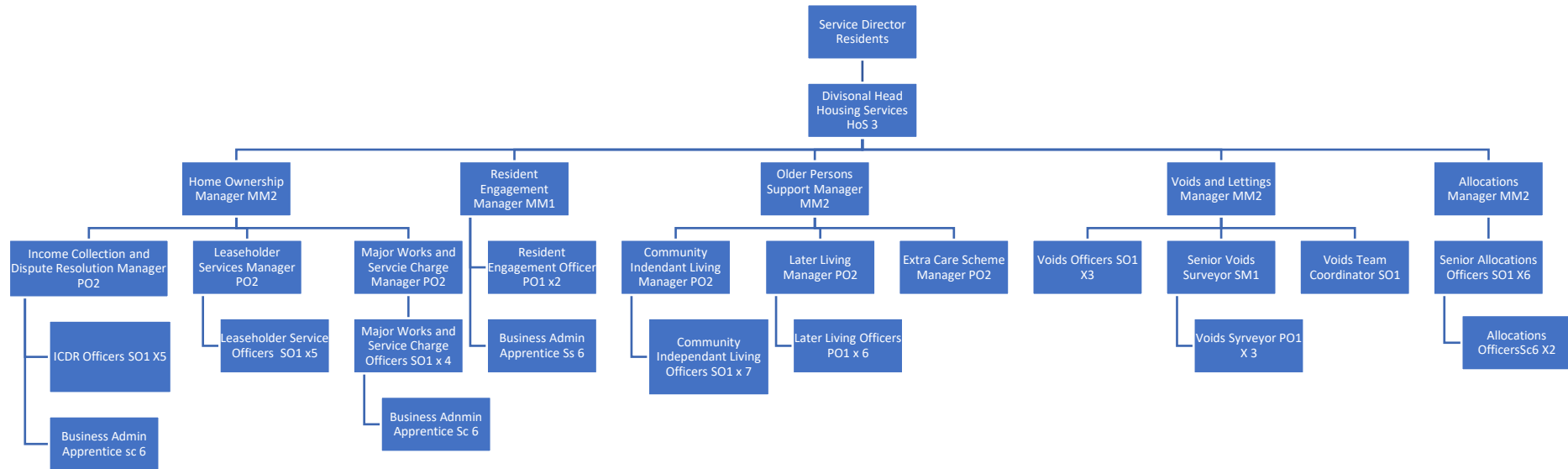
Candidates: Please ensure you address these behaviours in your responses to the essential (and desirable if applicable) criteria above.

A/I/T

Competencies:

<p>Candidates: Please ensure you address these competencies in your responses to the essential (and desirable if applicable) criteria above.</p> <ol style="list-style-type: none"> 1. Customer focus 2. Deliver service performance 3. Focus on continuous improvement 4. Political awareness and context 	<p>A/I/T</p>
<p>Qualifications & Professional registration criteria</p> <p>Candidates: Please ensure you address these qualifications in your responses to the essential (and desirable if applicable) criteria, you will be expected to meet these requirements of the role and they will be explored with you at interview.</p> <ol style="list-style-type: none"> 1. A professional qualification is desirable, otherwise a commitment is needed to obtain one in line with the Government's proposals for senior housing professionals. 2. Degree or equivalent experience 3. Appreciation of project management principles 	<p>A</p>
<p>Special requirements</p> <p>Candidates: Please note you will be expected to meet these requirements of the role and they will be explored with you at interview.</p>	<p>I</p>

Enfield Council Housing (Residents) Homes Division



How to Apply

This guidance contains important information to help with your application:

- Please apply by submitting a CV and Covering Letter (no more than four sides of A4 in length per document aligned to the person specification). Please also include your contact details.
- Please ensure your full employment history is outlined in your CV; and that where there are essential criteria, competencies and/or qualifications you make clear how you meet these. We may wish to verify this information during the recruitment process.
- Please provide the details of two referees. Note that we will only approach referees for candidates proceeding to final selection and only with your permission. Please clearly indicate whether we can approach each referee before the selection date.
- Please share with us in your supporting statement, the values and behaviours that you bring to your leadership, and how you will transfer your skills and experience into this role.
- Please complete the Equal Opportunities Monitoring Form when you upload your details.
- Please return your application by the closing date – no applications will be accepted once the long listing process has begun.
- Following long listing, you will be contacted directly by a Penna consultant to update you on the status of your application.
- At any point throughout the process our retained consultants at Penna will be happy to help you with information, insight and guidance about the process and our clients.

The following timetable sets out the key dates in the recruitment process:

Date	Activity
Closing Date	Midnight, Sunday 15 th September 2024
Shortlist Meeting (Candidates are not required to attend)	W/c 16 th September 2024
Final Panel Interviews	W/c 23 rd September 2024

To apply for this role, please click the link below:

[Divisional Head of Housing Services](#)

For further information or confidential discussion, please contact:

Brian Gallagher on 07716 098175 or email: brian.gallagher@penna.com,

Pete John on 07701 305617 or email: pete.john@penna.com or

Bruna Varante on 07858 306725 or email: bruna.varante@penna.com

