

<b>Role Title</b>	<b>Director – Housing Options and Support</b>
<b>Directorate / Business Hub</b>	<b>Place / Housing</b>
<b>Grade</b>	<b>Corporate Director 3</b>
<b>Date Prepared</b>	<b>January 2023</b>
<p><b>Purpose</b></p> <p>To lead the Council’s Housing Options and Support service, providing strategic direction and leadership, operational management and financial control. This involves leading the full range of housing options, homelessness and temporary accommodation services, focusing on early intervention to support residents and effectively manage demand. To provide advice and guidance to Council members, the Chief Executive, Senior Leadership Team and Corporate Director of Housing in all matters associated with Housing Options and Support and to contribute to the corporate leadership of the Council.</p>	
<b>Generic Accountabilities</b>	<b>End Results/ Outcomes</b>
<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 or through commissioned or funded services</p> <p>Members 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 Housing 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 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>
<p>Ensure the development and implementation of policy, systems,</p>	<p>Policies and controls ensure that the area of responsibility is compliant with all relevant legislation,</p>

<p>processes, performance criteria, governance frameworks and procedures within area of responsibility.</p> <p>Meet strategic/operational requirements, internal and external reporting requirements and ensure compliance with external legislation and regulations</p>	<p>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>
<p>Advise Senior Leadership Team and members on issues relevant to the service</p> <p>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</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>Ensure that local, sub regional and national partnerships are developed and maintained</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 partnership</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 are 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 deployed to achieve service objectives</p>

<p>Direct and control the financial expenditure and integrity of the service</p>	<p>Budgets and financial risks 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 / partnership</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>Promote equality and inclusion across all service provision</p>	<p>Communities are involved in service decisions that directly impact them</p> <p>Barriers to access and participation facing the borough's communities are removed</p>
<p><b>Job Specific Accountabilities:</b></p>	
<p>Provide strategic and operational leadership to the delivery of the Housing Options and Support services across the borough, including developing the strategy for and directly managing the provision of housing advice</p>	<p>Effective management and delivery of best practice solutions for housing advice, allocations and homelessness</p> <p>Services anticipate and respond to residents' needs, including intervening to work with residents to support them to no go into housing crisis</p>
<p>Provide strategic and operational leadership to the delivery of the homeless strategy, ensuring that the Council meets its statutory homeless duty.</p>	<p>Council meets its statutory homeless duty, along with all statutory duties, as outlined in the relevant legislation</p> <p>Services intervene early to prevent homelessness, as well as responding well to residents in housing crisis</p>

<p>Provide strategic and operational leadership to the delivery of temporary accommodation</p> <p>Deliver an appropriate range of housing solutions, including temporary accommodation, working creatively to explore new solutions to meet housing need and deliver increased quality</p>	<p>Temporary accommodation meets the needs residents</p> <p>Better quality accommodation</p> <p>A range of housing solutions are delivered</p> <p>Pathways are put in place for residents to move from temporary accommodation to appropriate permanent accommodation</p>
<p>Deliver sound financial management of the budget for the Housing division</p>	<p>Effective management of budgets for all responsible functions</p>
<p>Maintain a sound and thorough knowledge of legislation relating to housing needs and homelessness</p>	<p>Service and service delivery complies with all relevant legislation</p>
<p>Responsible for the Management of hostel accommodation</p> <p>Ensure the delivery of an appropriate range of support to vulnerable residents in temporary accommodation and hostels</p>	<p>Hostel accommodation meets the needs of service users</p> <p>Deliver improved quality accommodation</p> <p>Vulnerable clients feel supported in their accommodation</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 Options and Support service tailored to individual needs</p> <p>Externally procured services deliver quality services</p> <p>Provide an excellent customer experience</p>
<p>Work closely with other Council colleagues to deliver a joined up and coherent approach to Housing Options and Support</p>	<p>Relationships formed and developed within the Council and the department</p>
<p>Produce fit for purpose operations housing plans that adequately reflect the nature of individual communities, considering the differing needs of local people</p>	<p>Individual housing plans in place for individual communities</p>

***Nature of Contacts***

Members, the Chief Executive, the Deputy 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***

Lead and control a service.

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 and operational areas which are critical to the success of the organisation and for performance and service delivery across the service

Provide a breadth of vision, 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 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 partnership

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

**Resourcing:**

Staff Management:

- TA, Contracts, Reviews & Quality Assurance (22 FTE)
- Income & Lettings (23 FTE)
- Prevention & Assessment (38 FTE)
- Accommodation Options (18 FTE)

Total budgetary responsibilities - £9m (£6.5m GF, £2.5m HRA)

**Competency Level: Chief Officer**

**Knowledge, Skills and Experience**

*(The following three areas represent a summary of the essential elements of the person specification)*

- Significant senior 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 organisations strategic goals
- Extensive knowledge of the major issues facing local government
- Extensive and comprehensive knowledge and understanding of the national policy context, requirement and future direction for relevant service areas
- Proven track record of accountability for significant budgets and ensuring 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 of 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, 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
- Extensive knowledge of homelessness and other relevant legislation
- Extensive experience of leading homelessness and housing options services, including of successfully intervening early to support residents and reduce demand

**Indicative Qualifications**

Degree or equivalent qualification

Member of the Chartered Institute of Housing

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.

