

ROLE PROFILE

Role Title:	Head of Housing Operations
Service Group:	Housing & Regeneration
Accountable to:	Director – Housing & Regeneration
Grade:	N
Date:	November 2019
JE code: JE1611	Competency Level: 4

Role profile

You will:

- strategically lead and manage the delivery of an outstanding housing service across Milton Keynes incorporating neighbourhood management, anti-social behaviour, income & home ownership and private sector housing
- provide operational vision, leadership and management of the housing operations service, motivating and inspiring your teams to deliver outstanding performance, high customer satisfaction and value for money
- work as part of the housing and regeneration leadership team to deliver outstanding housing services and contribute to the delivery of the Council's strategic objectives.
- work in partnership with external organisations and foster excellent internal and external working relationship to enhance services.
- support the Director (Housing & Regeneration) to deliver the Council's and Directorate's objectives through joined-up service planning and flexible use of resources.

Purpose of job (

1. To lead and develop a team of highly trained professionals to:
 - Deliver a high quality tenancy and estate management service to tenants and leaseholders of Milton Keynes;
 - Develop a payment culture and maximise income from tenants, leaseholders, former tenants and other sundry debtors of the housing and regeneration service;
 - Support the long term sustainability of the HRA by balancing income with expenditure.
 - Deliver a high quality Private Sector Housing Service ensuring the authority meets its statutory and legal obligations in relation to Private Sector Housing

2. To support the Director to develop the Council's strategy, policies and procedures in relation to tenancy and estate management, income recovery, long term sustainability of the HRA and regulation of the private sector.
3. To have oversight of the budget the budget in relation to neighbourhood management, anti-social behaviour, income & home ownership and private sector housing .housing.

Key Objectives (list what outcomes are essential)

1	<p>Leadership</p> <p>Provide leadership and direction for managers and staff by communicating the vision, objectives and values; give responsibility and authority to others to deliver agreed objectives; represent at local, regional and national forums. Promote and maintain a culture of collaborative and consultative working between services, members and external partners to maximise efficiency and effectiveness.</p>
2	<p>Service Planning and Development</p> <p>Provide direction and advice to your teams, colleagues, elected members and the public on issues relating to the housing service.</p> <p>Lead on the development and implementation of strategies, policies and plans; ensuring that these are communicated effectively and implemented to meet stated objectives and core values.</p> <p>Lead on the use of business planning within the service to deliver outcome-focussed strategies and contribute to the strategic operation of the wider housing and regeneration service.</p> <p>Provide professional and managerial advice to, and work with, the Director to ensure the continuous development of the service.</p>
3	<p>Strategic Plans and Programmes</p> <p>Lead on the development of service strategies and policies within the service area and contribute as part of the management team to corporate strategies and policies, working with colleagues in other directorates and partner organisations, such as contractors, private landlords and providers of accommodation, Town and Parish Councils and emergency services to meet the Council's objectives.</p>
4	<p>People Management</p> <p>Provide effective leadership to managers and staff, creating a culture of empowerment and openness, ensuring effective processes are in place for recruiting, developing, appraising, rewarding and retaining</p>

	<p>staff, and promoting attendance and performance, in line with Council policy.</p>
5	<p>Communication and Customer Focus</p> <p>Implement and maintain policies and systems to inform and receive feedback (including complaints and suggestions) from councillors, residents, partners, stakeholders and employees; evaluate the feedback received and take appropriate action for continuous improvement. Ensure that customer-focus is promoted as a core value.</p> <p>Collaborate with colleagues to embed a customer care philosophy and establish ways to effectively engage the community in service design and delivery.</p>
6	<p>Financial, Contract and Performance Management</p> <p>Undertake effective contract management, to ensure:</p> <ul style="list-style-type: none"> • Contractual processes are developed and followed • Performance is monitored • Value for money is achieved • Contract developments are undertaken as required • All relevant legislation is adhered to <p>Plan, recommend, monitor and review budgets, savings and activity related to the group's remit in order to manage budgets and report performance to the Director to enable effective management of the overall budget for the whole Service.</p> <p>Identify potential efficiency savings/gains within the service and take action to realise these in order to maintain the ongoing drive towards continuous service improvement.</p>
7.	<p>Risk Management</p> <p>Contribute to the overall management of risk, ensuring that lines of accountability are clear and well understood and systems are in place for monitoring, evaluating and managing risk to secure the reputation and physical, virtual and intellectual resources of the Council.</p>
8.	<p>Programme and Change Management</p> <p>Manage, plan and implement agreed change programmes ensuring commitment and involvement of all those affected by the changes; develop and implement effective communication strategies</p> <p>Support the Director in working with commissioners, colleagues and partners to identify future requirements and to forward plan by</p>

	<p>providing timely advice on all services and developments in relation to the best professional and corporate standards.</p> <p>Work with the Director, commissioners, partners and colleagues to support and promote the implementation of change programmes including culture change to transform service delivery and so ensure the consistent availability of services that are capable of adapting to the needs of Milton Keynes' communities.</p> <p>Lead and support the management of allocated projects, including the management of staff, consultants, contractors and service providers. Prepare reports for staff, managers of all levels and steering groups or other bodies as required. Monitor and review progress to ensure that specified projects deliver the required outcomes within agreed timescales, budget and quality standards.</p>
9.	<p>Neighbourhood Management</p> <p>Lead, inspire and motivate a team of professionals to ensure that estates and neighbourhoods are well managed and that all tenancy and estate matters are dealt with in a timely and effective manner. Your principle responsibility is to ensure that customers are happy with the place in which they live.</p>
	<p>Anti-Social Behaviour</p> <p>Lead Inspire and motivate a team of professionals to tackle Anti-Social Behaviour and reduce social housing fraud.</p>
10.	<p>Income & Homeownership</p> <p>Lead, inspire and motivate a team of professionals to:</p> <ul style="list-style-type: none"> •maximise income and develop a culture of payment amongst tenants, leaseholders and shared owners. •provide a high standard of management to leaseholders, and ensure that lease conditions are adhered to and statutory responsibilities to leaseholders are fulfilled. • To ensure Right to Buy applications are processed in line with legislation so that tenants are able to exercise their Right to Buy
11.	<p>Private Sector Housing</p> <p>Lead, inspire and motivate a team of professionals to provide an effective borough wide private sector housing services including enforcement and implementation of all statutory regulations.</p>

Scope

The Housing Operations Service is a critical front line service for Milton Keynes Council delivering effective tenancy, estate and leasehold management, including income maximization, to around 11,500 council tenancies and 3,500 leasehold and shared ownership properties, as well as services to combat anti-social behaviour and housing fraud. The post holder is also responsible for the Private Sector Housing Team, working with landlords and home owners to ensure their properties are safe and free from hazards.

You will ensure the Council relating to the housing service and that correct legal and technical advice is given to all customers and stakeholders.

You are ultimately responsible for policy development within your service area, as well as contributing to wider policy development across the Council. As strategic lead for the service, you will undertake strategic long term planning taking into account the managerial, legislative, regulatory and national/regional/local and political context. This means you will work closely with other Heads of Service within Housing and Regeneration, corporately and with Councillors.

You will represent the services at relevant Cabinet, Scrutiny and Audit Committees, as well as on relevant outside bodies, government bodies and other agencies as appropriate to the Service.

You are likely to be fully professionally qualified and/or possess similar externally accredited theoretical knowledge. You will have a detailed knowledge and/or substantial experience in practical application of the managerial, legislative, regulatory and national/regional/local and political context applicable to the service area.

You will lead a team of circa 80 professional, technical and administrative staff across the service and a wide range of specialist disciplines. You will have direct line management responsibility for up to 4 managers.

The role holder will have overall direct responsibility, via their respective budget managers for each service area, of an annual budget of approximately £3m and the rent roll totally approximately £60m per year..

The role will be responsible for the development and implementation of strategy across a range of service areas and functions.

You will promote partnership and collaborative working through joined up service delivery, developing and maintaining key relationships with people inside and outside the council, including (but not limited to) other services and directorates, registered providers and private landlords and the voluntary sector.

You will deliver corporate financial and performance improvement targets through a programme of continuous service improvement and effective performance, people, project, financial and contract management systems.

You will keep abreast of the local government agenda, in particular national policy and funding opportunities.

Work Profile

STRATEGY

1. Responsible for the leadership of the housing operations service, ensuring the Council develops innovative solutions to:
 - keep estates well maintained, attractive and safe places to live
 - maximise income
 - deliver effective tenancy services
 - ensure the long term sustainability of the Housing Revenue Account
 - tackle anti-social behavior
 - implementation of strategies to reduce social housing fraud
 - Regulation of the private rented sector
2. Deputise for the Director (Housing and Regeneration) across a wide range of duties and responsibilities when required.
3. Initiate, develop and implement innovative and creative solutions to problem solving, manage the best use of the resources for all users of the service.
4. Advise senior management and Council on the effects of relevant new or draft legislation, codes of Practice or other initiatives, publications or developments, ensuring that appropriate Members and other interested parties are properly briefed and advised.
5. Respond to national, regional and local consultation from government, statutory, private and voluntary bodies.

PERFORMANCE AND SERVICE QUALITY

6. Lead the development and implementation of service improvements and corporate initiatives to deliver innovative services.
7. Ensure the role and responsibilities of the Services are carried out and developed satisfactorily. This includes ensuring that Council policies and decisions are implemented correctly, having due regard to financial regulations, contract procedures and standing orders of the Council, and ensuring that insurance and statutory requirements are met.
8. Responsible for all aspects of the service, including driving the delivery of outstanding performance, developing and inspiring teams to develop and maximise their potential to deliver cutting edge service delivery for customers.
9. Make recommendations for policy and procedural changes etc. and ensure that decisions are implemented correctly, that all necessary approvals are obtained, and that commissioned works are carried out effectively and efficiently having regard to budgets, Standing Orders etc.
10. Comply with the operating procedural requirements, maintaining, reviewing,

developing and improving the Service procedures, and monitoring performance output against targets and indicators.

11. Proactively monitor and report on performance within your areas of responsibility, including strategies for addressing areas of underperformance, to ensure effective delivery and high standards are maintained.

RESOURCE MANAGEMENT

12. Provide vision and leadership to your team by managing people, performance, development, health and wellbeing issues and resources effectively and in line with relevant policies and procedures.

13. Manage a designated budget ensuring that value for money is achieved in all circumstances through the monitoring and control of expenditure and the early identification of any financial irregularity.

14. Identify every opportunity for the funding of capital projects, identifying potential schemes, and carrying out feasibility and economic appraisals, with a view to maximising funding opportunities from both the public and private sector.

15. Recruit, supervise and manage staff within the Service so that they are deployed efficiently and effectively. To ensure the supervision, co-ordination and planning of works across all relevant Services in the Council.

CULTURE AND APPROACH

16. Support the development of a positive organisational culture that is outward looking, performance and customer focused.

17. Develop effective partnerships with other services and organisations to deliver joined up services and responses.

COMMITMENT

18. Identify, own and manage risks arising from strategic and operational plans.

19. Attend meetings internal and external to the Council with stakeholders, which may involve working outside of normal working hours.

20. Undertake any other duties consistent with the basic objectives of the post and of the Service.

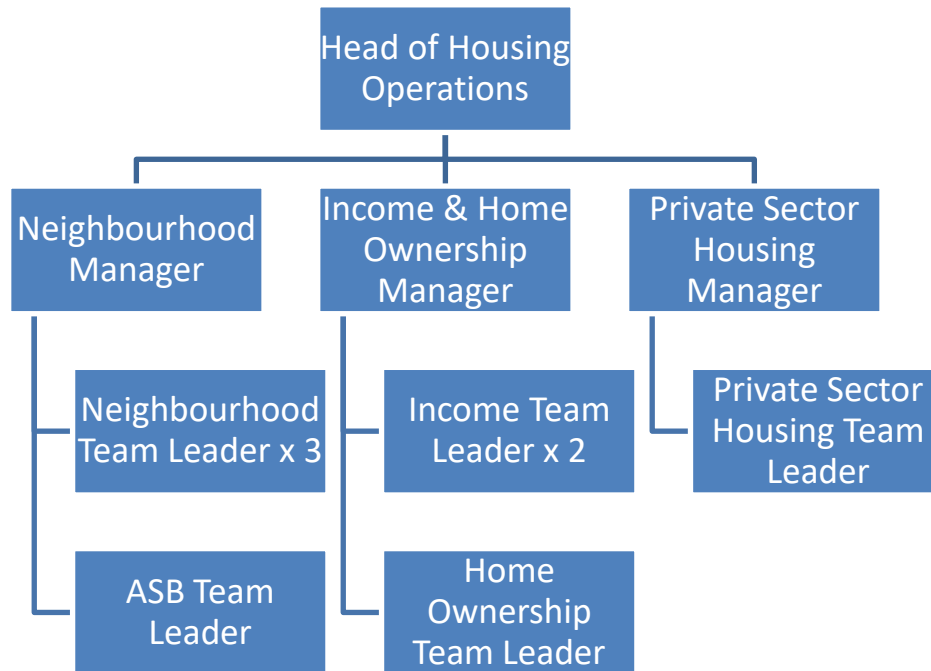
HEALTH AND SAFETY

21. Manage health and safety issues in your area of responsibility in line with the relevant section(s) of the relevant Health and Safety Policy.

TECHNICAL AND PROFESSIONAL

22. Ensure that relevant legislation, regulations and guidance regarding all tenancy matters, private sector housing, Right to Buy and leasehold management are complied with.

Job Context (attach the organisation chart(s) relating to the role)



PERSON SPECIFICATION

In this section the **Skills, Knowledge, Qualification and Competency requirements to perform the role to a satisfactory standard are set out. The extent, nature and level of the role holder's knowledge and skills should be specified**

Awareness some knowledge or skills sufficient to show aptitude and the ability to learn in the particular work area

Significant knowledge and skills gained through practice and/or qualification sufficient to fulfill the role requirements

Extensive knowledge and skills gained through practice and/ or qualification to fulfill the role requirements and contribute to training others and developing policy and practice in the work area

PERSON SPECIFICATION	Examples specific to role	Required		Level			Method of Assessment application form, interview, testing, reference
		Essential	Desirable	Awareness	Significant	Extensive	
SKILLS AND KNOWLEDGE Technical knowledge and qualifications	Possess a degree level qualification and/or significant relevant experience in a senior leadership role in social housing	X					
	Qualification in a Housing related field		X				
	CMI level 5 or above in management or equivalent		X				
	Membership of the Chartered Institute of Housing		X				
	Extensive experience in the delivery of operational housing services	X					
	Experience of leading, developing, motivating and managing teams of staff delivering a variety of services	X					

	<p>Experience of developing and delivering strategic plans that deliver corporate objectives</p> <p>Experience of implementing and monitoring Performance Management Systems</p> <p>Experience of leading and delivering change within a complex organisation</p> <p>Significant experience of leading outstanding customer focused services</p> <p>Experience of managing complex projects and initiatives</p> <p>Experience of effectively setting and managing budgets and resources</p> <p>Experience of working with and developing new arrangements with partners including elected members and external agencies</p> <p>Experience of reporting to Board /Committees</p> <p>Experience of leading multi-disciplinary teams</p> <p>Working knowledge of housing law and current housing issues</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>					
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Planning and organising work	Able to manage high workload and conflicting priorities	X					
Planning capacity and resources	Able to analyse complex data and deliver information to a range of audiences	X					
Influencing and interpersonal skills	Able to act as an ambassador for the Council	X					
PROBLEM-SOLVING							
Using initiative to overcome problems							
Managing risk							
Managing change	Able to identify strategic issues and develop future strategic and operational plans	X					
ACCOUNTABILITY and RESPONSIBILITY							
Undertakes tasks without supervision							
Managing people	Able to lead, motivate, develop and inspire teams Able to influence, persuade and negotiate to achieve positive outcomes	X X					

Managing financial resources							
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COMPETENCIES REQUIRED – All post holders must be able to comply with the Council’s core competency requirements, Customer Focus, Communicating and Engaging, Managing Resources and Risk, Organising and Improving Performance, Taking Responsibility, Team Player, and Excellent Leadership

CORPORATE SAFEGUARDING STATEMENT – All post holders must be committed to applying and upholding the Council’s Corporate Safeguarding Policy Statement. Specific safeguarding responsibilities should be detailed in this document.

SPOKEN ENGLISH FLUENCY DUTY REQUIREMENT - The ability to converse at ease with members of the public and provide advice in accurate spoken English is essential for this post

Other information e.g.

- able to travel to meet service delivery requirements
- available to undertake work outside of normal working hours

Signed Line Manager	Signed Service Director	
Print Line Manager	Print Service Director	Date