

ROLE PROFILE

Role Title:	Head of Housing Delivery	
Service Group:	Housing & Regeneration	
Accountable to:	Director – Housing & Regeneration	
Grade:	N	
Date:	July 2019	
JE code:	JE1990	Competency Level: 4

Role profile

You will:

- strategically lead and manage the housing delivery service
- provide operational vision, leadership and management of the Housing Delivery 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 and support 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 Service'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 programme of work to enhance and improve our council estates
 - Deliver the Council's new build & acquisition programme and provide a range of tenures that meets local housing need and supports the council's wider growth agenda
 - Ensure a joined up approach to developments and improvements that supports improved outcomes in educational attainment, economic prosperity, health and wellbeing.
 - Lead the Council's Service Delivery Unit providing advice on strategy and commissioning, systems and business improvement and resident engagement

2. To support the Director to develop the Council's strategy, policies and procedures in relation to housing delivery and regeneration
3. To manage the budget in relation to the housing delivery service

Key Objectives

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, elected members and the public on homelessness (prevention and support), housing options, temporary accommodation and allocations.</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 on homelessness, rough sleeping and temporary accommodation, 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 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; and to evaluate that feedback and to take appropriate action for continuous improvement. Ensure that customer-focus is promoted as a core value.</p> <p>Collaborate with colleagues to embed customer care philosophy and practices and to establish and maintain paths and processes for acquiring communities input.</p>
6	<p>Financial, Contract and Performance Management</p> <p>Undertake effective contract management processes, ensuring:</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 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>Improving and enhancing estates</p> <p>Lead, inspire and motivate a team of professionals to develop and implement plans and strategies to improve and enhance our estates through enhanced investment, selective demolition, disposal and new build. To build strong relationships with colleagues in health, social care, education and planning and external agencies and organisations to achieve desired outcomes.</p>
10.	<p>New build & acquisition</p> <p>Lead, inspire and motivate a team of professionals to develop and implement the Council's new build and acquisition programme to deliver a range of tenures directly for the council and its housing company. You will commission architects and professional services and work closely with YourMK and planning colleagues to achieve the Council's new build ambitions.</p>
11.	<p>Service Delivery Unit</p> <p>Lead, inspire and motivate a team of professionals to provide a range of strategic services that support the housing and regeneration service including strategy and commissioning, systems and service improvement and resident engagement.</p>

Scope

The Housing Delivery Service is a critical front line service for Milton Keynes Council and has a significant role to play in delivering the Council Plan.

With ambitions to improve and enhance our estates, including through a £165m investment programme over the next five years, the Council is aiming to deliver over 2,500 new truly affordable homes by 2023 to be owned and managed both by the HRA and a wholly owned housing company. This is a new service and you will be directly responsible for developing the structure, systems, policies and procedures to ensure success. You will work closely with the head of asset management and investment and the head of tenancy services and, most importantly with local residents and communities, to ensure lasting improvements.

You will ensure the Council's new build and improvement plans are affordable, deliverable and funded and that we comply fully with all regulatory and statutory obligations associated with the development process. You will build close relationships with Homes England and other funding providers, investors and opportunities to access additional funding for new housing.

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 Councilors.

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 homelessness and housing options.

You will lead a team of up to 30 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 responsibility, via their respective budget managers for each service area, of an annual capital budget in excess of £20m per year. The exact amount is dependent on the number of homes built and/or acquired, and the funding solution, and could be significantly higher than this. Staffing costs are approximately £2m.

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 strategic leadership of the housing delivery service, ensuring the Council develops innovative solutions to:
 - Improve estates
 - Build new homes
 - Support the housing and regeneration service through the work of the service delivery unit
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. This involves significant total annual budget of approximately £5m.
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.

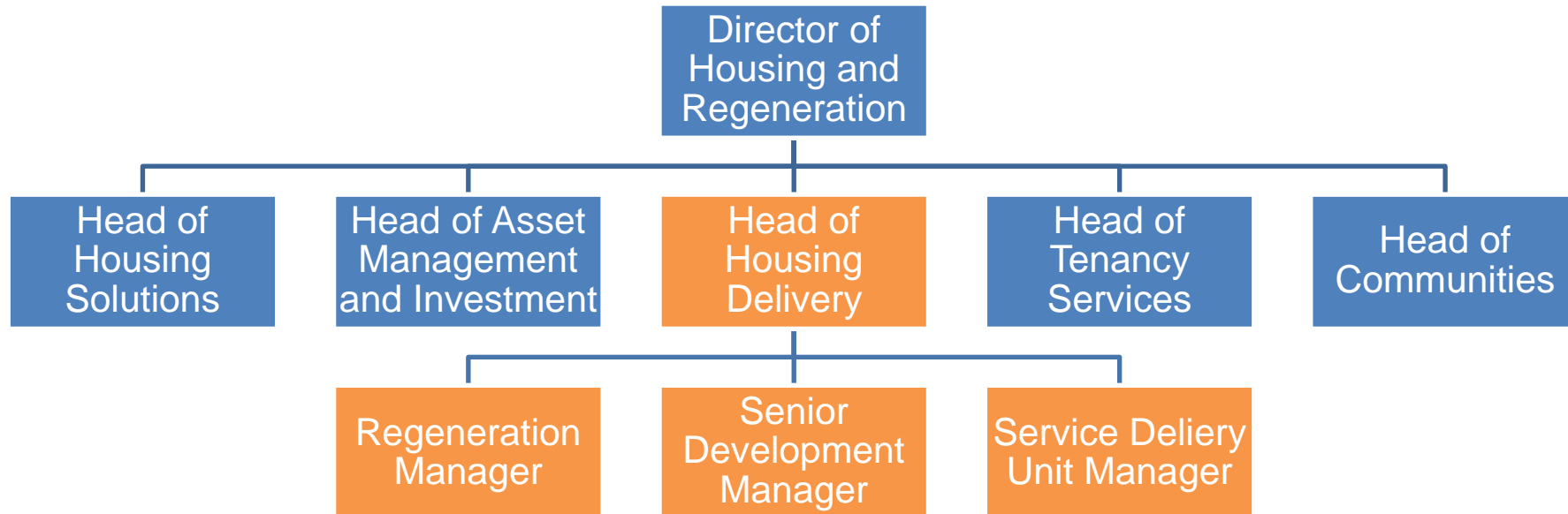
HEALTH AND SAFETY

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.
22. Act as a senior responsible manager in the event of major incidents. This will include directing other staff, assisting the Emergency Services or being based in the Emergency Control Centre to ensure a cohesive response is given to the incident.
23. Follow the Councils systems for the implementation of the Construction (design and management) Regulations within the Service, maintaining and reviewing monitoring systems aimed at ensuring CDM compliance.

TECHNICAL AND PROFESSIONAL

24. Ensure that relevant legislation, regulations and guidance regarding homelessness, prevention and allocations 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 relevant field		X				
	CMI level 5 or above in management or equivalent		X				
	Membership of a relevant institute		X				
	Extensive experience in a related field	X					
	Experience of leading, developing, motivating and managing teams of staff delivering a variety of services	X					

	Experience of developing and delivering strategic plans that deliver corporate objectives	X					
	Experience of implementing and monitoring Performance Management Systems	x					
	Experience of leading and delivering change within a complex organisation	X					
	Significant experience of leading outstanding customer focused services	x					
	Experience of managing complex projects and initiatives	x					
	Experience of effectively setting and managing budgets and resources	x					
	Experience of working with and developing new arrangements with partners including elected members and external agencies	x					
	Experience of reporting to Board /Committees	x					
	Experience of leading multi-disciplinary teams		x				
	Working knowledge of housing law and current housing issues	x					
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							

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 Director	Date