

# CANDIDATE BRIEFING PACK

## Corporate Director of Housing

Prepared for London Borough of Croydon

November 2021



Penna

FIND | EXCITE | SECURE

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## About us

As one of London's largest and most diverse boroughs, Croydon is a fantastic place to live, work and spend time, with all the benefits of close proximity to the rest of London and the south east.

Our borough is made up of diverse communities that stretch from Crystal Palace to Coulsdon and from New Addington to Purley; with bustling district centres and over 120 green spaces that link us together and a vibrant urban town at its centre. One of London's largest commercial districts outside the centre, Croydon is a major hub of activity for shoppers, workers and visitors; its excellent transport links include the iconic trams. The borough has a richly diverse cultural scene and is known as the birthplace of music genres from punk to dubstep and the home of grime legend Stormzy.

Croydon's greatest strength is its people. London's second most populous borough, Croydon is home to 386,700 residents. Caring, passionate and principled, they take huge pride in coming together to improve their borough and help their communities. A long history of community action through our dynamic and dedicated voluntary and community sector was exemplified during the pandemic with Croydon uniting to support neighbours, communities and local businesses.

Croydon is also home to more than 94,000 under-18s – more young people than anywhere else in London. We are incredibly proud of them and committed to them and their futures. We look after more vulnerable children and young people than any other council in London; caring for them is a privilege and a priority, and our children's services are rated 'good' by Ofsted.

Over the past decade we have seen huge investment, regeneration and growth in our borough. Croydon remains an attractive and important part of London for ongoing growth and investment – growth from which we want to see all our communities benefit. However, the impact of the pandemic, austerity and our financial challenges mean we must change to focus on the needs our residents are facing today and make sure we are a financially sustainable council by 2024.

### **Croydon Council**

Croydon Council is one year into one of the most significant and fast-paced transformational programmes in local government today. Our renewal plans set out how we are changing as an organisation to provide the good quality core services and value for money our residents and businesses expect. We will focus our resources where they matter the most, prioritising clean, safe streets, protecting the most vulnerable residents, and tackling ingrained inequality and poverty, while living within our means. Throughout our three-year renewal programme, we will work in close partnership with our improvement panel. Both the panel and government have noted our "significant progress" and demonstrated confidence in our ability to deliver the changes we need to make.

We are also preparing for some major constitutional changes. Following a referendum in October 2021, Croydon is preparing to change its governance arrangements and adopt a mayoral model in May 2022. Our first elected mayor will have one of the largest mandates in the capital.

There is a huge amount of change underway and most importantly, we want to involve staff, residents and all our partners in the decisions we make and be open in everything we do. Our passionate and committed workforce is our greatest asset; our partners are our most valued colleagues. We look forward to continuing to work with them as we build the council for Croydon's future.

## Advertisement

### Inspire Excellence

#### **Corporate Director of Housing** **£141,965-£150,547pa**

Croydon is a council on a journey. By accepting and addressing the challenges of its past, the council is transforming itself into a modern, sustainable, and resident-focused local authority.

This is an opportunity to be part of a new chapter for Croydon and help shape the future of the council. A council with a passion for driving positive change and delivering excellence; a community with a rich heritage, a diverse population, and a distinct identity. It's an environment in which you can find fresh inspiration and inspire others in equal measure.

Welcome to Croydon Council – and a role that will challenge you and fulfil you like never before. As our Corporate Director of Housing, you'll head up our new Directorate of Housing, driving widespread improvements and promoting our values across everything from housing development, allocations, repairs and our HRA and whole council capital programme through to fire and safety, homelessness, and tenancy lettings. You'll work collaboratively as part of the new corporate team of directors and with our Chief Executive to deliver the Croydon Renewal Improvement Plan, our priorities and ways of working, and a financially sustainable budget by March 2024.

#### **The impact you'll have**

When it comes to housing, we've already started to make some improvements. But there's much more we need to do. Which is why we need an inspirational leader like you. Taking responsibility for the housing service's significant budget, you'll work collaboratively across the council as well as with our elected members and really engage with our residents to deliver an improvement plan for housing that will see us working to the highest quality, compliance, and performance standards. We'll also need you to look after a number of savings programme and transformation projects.

There will be difficult decisions to make and tough budgets to deliver. But you'll relish the chance to apply your ideas and ingenuity to find the best ways forward.

Your specific responsibilities will include:

- Providing all the information we need to make informed decisions about compliance, risk, and the future direction of Croydon's Housing Services
- Undertaking a whole service review of the housing service and creating a new design and delivery model that establishes high standards for housing and tenant management, support services and asset management
- Promoting meaningful engagement with tenants, ensuring that their voices are heard and are influential, and maintaining positive and productive relationships with tenant groups
- Overseeing the effective financial and operational performance of the Housing Revenue Account, HRA and council wide capital programme and operational budgets, maximising our use of assets, and supporting our growth
- Ensuring all appropriate housing need arrangements are in place and leading the preventative aspects of homelessness in a holistic way as well as making sure the private sector meets its statutory responsibilities

### **The skills and experience you'll bring**

You'll bring a track record of leadership success in social housing or a related sector – you'll certainly have worked in another similarly large, complex organisation at a senior level alongside a wide range of stakeholders. An exceptional communicator, skilled influencer, and motivational leader, you'll be able to develop successful and cohesive teams as well as driving continuous improvement in service delivery to achieve high levels of tenant satisfaction and engagement.

We'll want to see excellent strategic skills too, especially when it comes to managing budgets and interpreting business information – you're someone who can bring commercial acumen and insight to the role, and who can translate strategy into short, medium, and long-term plans. We're looking for someone who will be a champion for our tenants and an inspiration to our whole organisation as you work tirelessly to ensure people in Croydon have access to the good quality homes and services they deserve.

### **Who we are – and where we're going**

We fully acknowledge the fact that we haven't got things right in the past and have strengthened our resolve to do them better. With a clear financial strategy in place together with an unwavering commitment to listening to our residents and putting them first, this is a reenergised Croydon. A determined Croydon, with a fantastic team of people who care about our community, and how we can support the many different people who live and work here.

We have a vision of what improvement success looks like for us – a future where we have a vibrant local economy, a great team of people, and delivering new ideas that will mean we can be at our best for the communities in Croydon.

### **How to apply**

If you'd like to find out more, please go to: <https://www.inspiringcroydon.co.uk>

*Croydon Council is an inclusive employer and welcomes applications from all sections of the community. We are happy to consider applications from candidates seeking flexible working arrangements.*

*As users of the disability confident scheme, we guarantee to interview all disabled applicants who meet the minimum criteria for the advertised role. We're committed to safeguarding and promoting the welfare of children and vulnerable adults, and we expect every member of our team to share this commitment.*

## Job Description

<b>Job title:</b> Corporate Director of Housing	<b>Service Area:</b> Housing	
<b>Directorate:</b> Housing	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 5	<b>Date issued:</b> October 2021 FINAL	

### Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

### Croydon Council's new ways of working

We will practise sound financial management, being honest about what we've spent and what we can afford.

We will focus on what we, uniquely, can do as the local authority and as the democratically elected leaders of our borough. This means we will focus on our core services, and a small number of evidence-based outcomes that deliver our priorities. But we will also continue to use our democratic mandate to convene our partners around a common purpose and to make a clear case for a better deal for Croydon.

We will aim to become a much more transparent, open and honest council.

We will involve residents in our decision making. But we will also need to be clear with residents about what we can do, and what we can't. When we have to say no, we will do so with compassion and take the time to explain our decisions.

### Overall purpose of role

As a member of the council's corporate management team, the **Corporate Director of Housing** will work collaboratively with other corporate directors and the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

**The Corporate Director of Housing** leads the new directorate of housing, drawing together the housing services across the council to focus on delivering the housing improvement plan, housing development, allocations, repairs, HRA, school and council assets capital programme, fire and safety, homelessness,

tenancy lettings and income and promotes the council's corporate competencies and values through day-to-day managerial behaviours.

The **Corporate Director of Housing** will provide high quality professional advice to the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, the Housing Improvement Board and any other external bodies on all housing services related to the functions of the council.

**Reports to:** Chief Executive

**Status:** this post is equivalent in status to the Corporate Director posts of Resources, Children, Young People & Education, Adult Social Care & Health, Sustainable Communities, Regeneration & Economic Recovery and Assistant Chief Executive.

**Responsible for:** All aspects of housing including housing estates, responsive repairs, planned maintenance, service and long-term planning, policy and development, allocations, lettings, income collection, homelessness and assessments, tenancy, leaseholder and resident engagement and capital programme delivery for housing, schools and council assets.

**Job context:**

The postholder is required to observe and fulfil the seven principles of public life (also known as the Nolan Principles).

**1.1 Selflessness**

1.2 Holders of public office should act solely in terms of the public interest.

**1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

**1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

**1.6 Honesty**

Holders of public office should be truthful.

**1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 2 direct reports, overall responsibility for all staff in the directorate and is accountable and responsible for all housing services delivered.



The post holder is accountable for the housing services directorate budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management within the directorate and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.

The post holder will enable staff in the directorate to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The postholder is required to deputise for the chief executive in the role of London local authority gold at a borough level as required.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within the delegations from the chief executive and head of paid service and as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

#### **Accountabilities – Corporate Director of Housing**

Work collaboratively across the council and with elected members and residents to deliver the improvement plan for housing and ensure high quality, effective and compliant operational performance is delivered.

To provide the necessary information that the council needs to make informed decisions about compliance; managing risk; and the future direction of Croydon's Housing Services

To undertake a whole service review of the housing service and create a new design and delivery model, that establishes high standards for housing and tenant management, support services and asset management.

To promote meaningful engagement with tenants and leaseholders, ensuring that their voice is heard and is influential, while maintaining positive and productive relationships with representative tenant and leaseholder groups.

Ensure an appropriate control and assurance framework is in place to meet statutory, regulatory and financial requirements in order to manage risks to the business, including internal and external audit, health and safety, safeguarding and data protection, to inform relevant and timely intervention.

To be responsible for effective financial and operational performance of the Housing Revenue Account and operational budgets, maximising use of assets and supporting growth.

Working within agreed values and strategies to deliver quality services to our tenants, and empowering and encouraging staff to deliver an excellent service resulting in high levels of tenant satisfaction; reflecting our values on respect and dignity.

To be responsible for the delivery of and the performance of statutorily defined local authority functions relating to housing services and ensuring that effective systems are in place for discharging these functions working with the voluntary sector and other providers as appropriate.

To ensure that the requirements of legislation and relevant statutory obligations and guidance affecting housing services are identified and implemented including appropriate staff training.

To ensure the council meets its statutory responsibilities to priority and non-priority homeless households including the provision of temporary accommodation and the development of housing strategies to enable residents to make informed decisions.

To ensure appropriate housing need arrangements are in place and lead the preventative aspects of homelessness in a holistic manner, to support minimising the use of temporary accommodation.

To ensure the private sector meets its statutory responsibilities through the use of the Council's enforcement powers.

To ensure the delivery of an effective responsive repairs and planned maintenance service. To work closely with the Corporate Director of Resources in managing the housing revenue account, its in-year delivery and future planning.

To oversee and ensure the delivery of the council's capital programme for housing, schools and the council's infrastructure, working to the relevant client schools and other teams providing commercial, technical and contract management experience to deliver capital projects within time and budget.

To ensure the development of housing strategies and policies in particular, homelessness, overcrowding and allocations

To work closely with the Corporate Director of Children, Young People & Education to ensure a sufficient supply of housing for care leavers.

To ensure the maintenance of the housing and transfer register, promoting housing mobility and allocating council and housing association homes to people in housing need.

To ensure the provision of major aids and adaptations for disabled people, enabling them to remain in their own homes and including 'staying put'.

### **Accountabilities (all corporate directors and service directors)**

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

### **Strategy**

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

### **Service quality**

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon's communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

### **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

### **Resource management**

To lead and direct an effective directorate management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff .

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

### **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that housing services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

### **Leadership Framework**

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

## Person Specification

- A professional or management qualification (e.g. Chartered Institute of Housing) educated to degree level or demonstrable equivalent experience.
- Evidence of continuing professional, leadership and personal development.
- A senior track record in social housing or related sector.
- Proven experience of working within a large complex organisation and experience of working with elected members or a Board at a senior level.
- Experience of successfully leading and managing a diverse workforce, developing successful and cohesive teams.
- Extensive knowledge of local government finance and experience of managing budget setting, financial monitoring and delivering savings from high pressured and very public facing services.
- A track record of successfully delivering continuous improvement in service delivery, with high levels of tenant satisfaction.
- Passionate about equality, diversity and inclusion both in the workplace and in service delivery and can evidence a track record of delivery.
- Outstanding interpersonal skills to relate effectively to the public, employees, tenants and leaseholders, Council Members, contractors and other stakeholders and command their respect, trust and confidence.
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## Corporate Values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values:

**One Team:** To cross boundaries to work together towards shared goals with colleagues, partners and communities

- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

**Proud to Serve:** We strive to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives through engagement and you strive to get the best possible value for money for customers.

**Honest and Open:** We work hard to build trust by treating everyone with honesty and integrity

- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

**Taking Responsibility:** We encourage and support each other to take responsibility and show what we can do, learning together and recognising each others' contributions

- You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions.

**Valuing Diversity:** We make the most of the many perspectives that make Croydon distinctive

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the Council and the community demonstrate.



## 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 all gaps in employment and education history are fully explained on your CV; 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 ensure that you address the key requirements as set out in the person specification.
- Please complete the Equal Opportunities Monitoring Form when you upload your details. We are keen to ensure that all our jobs are accessible to all members of the community and use this data to monitor our progress in doing this.
- 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.
- This recruitment process will be anonymised at application stage; we will be sharing your application with a third-party supplier who will redact all personal details and any unconscious bias. They will not share or hold your data.

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

Activity	Date
<b>Closing Date</b>	Sunday 28 <sup>th</sup> November 2021
<b>Longlist Meeting</b>	Friday 3 <sup>rd</sup> December 2021
<b>Preliminary Interviews &amp; 1-2-1 with Chief Executive</b>	W/C 6 <sup>th</sup> December 2021 (via MS Teams)
<b>Shortlist Meeting</b>	Thursday 16 <sup>th</sup> or Friday 17 <sup>th</sup> December 2021
<b>Final Panel Interviews</b>	W/C 3 <sup>rd</sup> or 10 <sup>th</sup> January 2022 (face to face)

To apply for this role, please click the following link: <https://execroles.penna.com/?type=1>

For further information or confidential discussion, please contact Kelly Ridley on 07709 512 415 and Josh Bembridge on 07739 985 331