

Director of Housing Needs and Strategy

Candidate pack – August 2020



Your application

Thank you very much for your interest in this post.

On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application. In order to apply you should submit:

- An up-to-date CV which shows your full career history – any gaps in your career should be accounted for. This should be no longer than three pages;
- A supporting statement explaining why you are interested in this role, detailing how you are a good candidate for this post and how you fulfil the person specification – this should be no longer than three pages;
- The declaration form. The completion of the equalities section is not mandatory, this is requested for monitoring purposes in line with our commitment to equality and diversity;
- Indicate on the declaration form if you cannot attend any of the interview dates;
- Contact details of two referees. References will only be sought for candidates that are selected for the final selection panel.

Please note that applications can only be considered if all the documentation is complete.

Please send your application, preferably in MS Word format by email to <https://www.campbelltickell.com/jobs/>

Applications must be received by 9.00am on Monday 21 September 2020.

Please ensure we receive your application in good time.

As a precaution against your submission being treated as spam, please use a secure email address from which to send your application, and refer to the role and organisation in the header.

More information

For a confidential discussion about the Director of Housing Needs and Strategy role, please contact our recruitment partners Campbell Tickell at Yvonne.frayling@campbelltickell.com or call Yvonne Frayling on 07539 373827.

Kind regards,

Executive Recruitment Team
Chief Executives Department: Islington Council
Town Hall
222 Upper Street
Islington
London N1 1XR

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Welcome to Islington Council

Thank you for your interest in the role of Director of Housing Needs and Strategy at Islington Council.

It is an incredibly exciting time to be joining us. If you are passionate about fairness and adept at delivering change you couldn't be in a better place.

We are living through a time of unprecedented challenges here in Islington as we support our community through the coronavirus crisis – and look ahead to working together to support our borough's recovery.

So there couldn't be a more important time to be joining us as we take our residents, our businesses and community on a new journey and shape the future of Islington.

Islington is a dynamic, vibrant central London borough. Yet it is also a very unequal place with high levels of poverty and deep social problems.

Since we set up our ground-breaking Fairness Commission in 2010, our vision has been to create a fairer Islington – to bridge the social divide and to create opportunity for all. That challenge may have got tougher for us but our commitment to fairness remains absolute as we look ahead.

Why Islington?

We are looking for someone who has achieved significant career success to date and can apply fresh thinking and new ideas to Islington, bringing strong focus whilst challenging the status quo and inspiring professional excellence. We are looking for someone who is a strong collaborator with experience of working with residents, colleagues, Councillors and partners.

If you are committed to equality and excellence and experienced at winning the trust and support of leading Councillors, we would love to hear from you ...if you are successful, we promise you the full support of our team in return.

We hope you will continue to read on, find out more and be inspired.

With best wishes,



Richard Watts

Richard Watts, Leader of the Council



Linzi Roberts-Egan

Linzi Roberts-Egan, Chief Executive

About Islington Council

Our vision for a fairer Islington

Since our pioneering Fairness Commission in 2010 Islington has been a borough with one clear vision:

We're determined to make Islington fairer and to create a place where everyone, whatever their background, has the same opportunity to reach their potential and enjoy a good quality of life.

Our priorities

To help bring our vision to life we have four clear objectives:

- **Decent and genuinely affordable homes for all:** building new Council homes, protecting private renters, being a good landlord and preventing homelessness
- **Jobs and opportunity:** delivering an inclusive economy, supporting people into work and ensuring young people have the best possible start
- **A safer borough for all:** tackling ASB, ensuring young people are safe and encouraging a more cohesive borough for all
- **A greener and cleaner Islington:** keeping Islington clean and tidy, encouraging greener travel, creating a healthier environment for all and tackling the climate crisis.

Delivering fairness has been an increasing challenge not least because of around £250m cuts to our budget by government over the last ten years. However, we've managed to balance our budgets and have continued to make strides towards our goal. For example, in the last four years we've:

- delivered over 800 new genuinely affordable homes for local people and built the largest number of Council homes in Islington for 30 years
- supported over 5,500 local people into work
- helped thousands of people out of fuel poverty – we opened our path-breaking combined heat and power centre Bunhill-2 in March using waste heat from the Tube to warm homes, two leisure centre and school
- made sure our schools continue to improve and 9 out of 10 are rated Good or Outstanding
- worked with the police to keep residents safe and invested in targeted support for young people at risk of turning to crime
- Continued to improve air quality in the borough – we were the first Council to publish and collate air quality data for primary and secondary schools and we are committed to a tackle this issue as part of ambitions to reach Zero Carbon by 2030.

Our values

We know that how we do things will be just as important as what we do. That's why we consulted our whole organisation back in 2017 to help us decide what our corporate values should be and we're now in the process of embedding them into the way we work.

Our corporate values are:

- **Collaborative:** this is about acting as team – across our organisation, with our partners and our community - to help providing a joined up service to residents
- **Empowering:** we respect, trust and support one another to do our best for our borough

By living these values, we know we'll be able to deliver the most effective and responsive services we can for our residents.

Fairer together: a new partnership for Islington



Many residents in Islington face deep social challenges, driven by deprivation and inequality. These can include complex and multiple problems with housing, employment, offending, domestic violence, mental health and substance abuse and so have repeated contact with our services and those of our partners – health services, jobcentres, the criminal justice system and housing providers.

We believe that through prevention, early intervention and supporting our communities to be more resilient we can create successful solutions to these problems. But we cannot do it alone.

That's why we are now seeking to build on our existing partnerships with colleagues across the public and voluntary sector to tackle these issues and deliver fairness.

The partnership, which is co-chaired by our Leader Cllr Richard Watts and CCG Chair Jo Sauvage, is currently in the very early stages of development but we hope to see it taking shape in a number of ways:

- 1. A shared approach to strategy and investment**
- 2. Shared principles of ways of working** – the Fairer Together Way
- 3. Integrated locality teams** to ensure more joined up support for local people
- 4. New community networks** to bring together key players in each locality around common goals and priorities.

Working together in this way will allow us to see the big picture across all the organisations' service provision – allowing us to identify opportunities to add value, improve outcomes, and reduce duplication and costs.

We are incredibly proud of the way Islington's community has come together during the Covid-19 crisis. This experience is already helping us to develop our early ideas and we expect our Fairer Together partnership will continue to play a central role in our recovery plans for Islington.

Find out more about Islington

Links to downloadable documents can all be found [on this page](#).

- Corporate plan
- Fairness Commission, Employment Commission and Fair Futures reports
- LGA Corporate Peer Challenge 2018
- Residents' Survey, Spring 2018
- Fairer Together website: www.islingtonfairertogether.org

Role profile

POST TITLE	Director of Housing Needs and Strategy
GRADE	C02
SERVICE AREA	Housing
DIVISION	Housing Needs and Strategy
REPORTS TO	Corporate Director of Housing
MANAGES/SUPERVISES	5 direct reports. Around 120 staff

PRIMARY JOB FUNCTION

1. We place high importance on strategic management and leadership skills. The person appointed will make a key contribution to the corporate leadership and direction of the Council as a member of the Senior Leadership Team and the Housing directorate's management team.
2. We are looking for someone who has achieved significant success in housing and homelessness, and can drive forward one of our highest corporate priorities on housing.
3. For us leadership involves driving strategy and change whilst keeping an eye on the detail in order to understand and drive performance improvement. We are looking for someone who can achieve this balance as well as create a collaborative, empowering culture for staff.
4. The person we appoint will be setting their sights high and will join us in wanting only the best for Islington and its residents.
5. This post holder will need to be a strong collaborator with experience of working with colleagues and partners to make a strategic contribution. The person appointed should be able to evidence your ability to gain the trust and support of leading Councillors, partners and senior managers.

DUTIES AND RESPONSIBILITIES

6. Working with the Corporate Director of Housing and the other housing directors, take responsibility for building a whole Council approach to deliver on the ambitions of our priorities on housing.
7. Manage budgets, monitoring expenditure and costs against delivery and realised benefits as the programmes progress, including maintaining robust risk management processes.

8. To ensure the Council has a fully funded and effective business plan for the Housing Revenue Account.
9. To ensure that the Council is fully compliant with housing legislation and regulation.
10. To ensure that there is effective scrutiny of the Council's housing activities by supporting formal scrutiny processes and co-production initiatives with residents and leaseholders.
11. To manage on behalf of the Council the complex and substantial £39m per annum PFI contracts with Partners for Improvement to ensure the highest possible standards are maintained for all their 6,000 tenants and leaseholders at best value. To manage the end of the PFI contracts in an orderly fashion in the best interests of residents, and managing risk to the Council.
12. To support the many (23) Tenant Management Organisations and Co-ops so they provide excellent services and good value, and taking effective action to ensure high standards of housing management, safety, and probity.
13. To ensure that housing strategies positively support the values and objectives of Islington Council and its strategic partners.
14. To develop, implement and review housing allocation policy to ensure it meets the greatest needs and offers the maximum degree of choice and mobility for Islington residents.
15. To deliver a Homelessness Strategy which prevents homelessness where possible and prevents unavoidable homelessness having a damaging impact on individuals or the wider community.
16. To work with housing colleagues, NHS and social care colleagues, and the third sector, to ensure there is an effective strategy for housing support to vulnerable residents.
17. To lead an inter-agency response to minimise rough sleeping and other street-based lifestyles that may lead to rough sleeping.
18. To ensure there is an effective strategy for the housing private sector, maximising access, security, affordability and the effective use of empty properties.
19. To lead all the Council's activities in respect of people who have No Recourse to Public Funds and support and integration for refugees and asylum seekers.
20. To advise and support members and colleagues across the Council in key developments and best practice in housing as the principal adviser on housing policy and strategy.
21. To ensure effective collaboration and partnership working between housing associations and between the Council and housing associations. In particular, to lead the housing association forum.
22. To represent Islington by leading or participating in sub-regional, London Councils, inter-



borough and inter-agency initiatives and strategic developments. In particular, to lead sub-regional housing activity for all of North London to attract inward investment and co-ordinate response to housing needs, and to manage the co-ordinator of the North London Sub-Region.

23. To identify and build on synergies across housing and other Council services and partners to improve resilience, health, wellbeing and independence for local people.
24. To develop front-line services in line with the Council's overall vision, using digital tools to maximise accessibility and quality, while minimising cost and achieving best practice in service delivery.
25. To manage the Council's direct services to people in housing need, including housing advice, housing and homelessness assessment, choice-based lettings, mobility schemes and the provision of temporary accommodation.
26. To manage temporary accommodation provided directly by the Council, including all responsibilities for the build.
27. To ensure appropriate mechanisms and protocols are in place with Adult Social Services and Children's Services for effective liaison and discharging of statutory and joint obligations and duties. Specifically, to ensure that the Council complies with all its housing responsibilities under Children's legislation.
28. To contribute to the annual budget planning process, the long-term HRA business plan, the capital programme and the Council's Medium Term Financial Strategy.
29. To deputise for the Corporate Director of Housing on all matters as required.
30. To represent Islington Council externally as appropriate to the role, to ensure strong partnership working, strong public relations, and for other reasons as appropriate.
31. To play a visible leadership role corporately as a member of the Council's senior leadership team.
32. To ensure that duties are undertaken with due regard and compliance with the relevant legal frameworks and in accordance with Council policies.

Person Specification

You should demonstrate on your application how you meet each of the following essential criteria. Please ensure that your address each one of the criteria as this will be used to assess your suitability for the post.

Service Area: Housing		DIVISION: Housing Needs & Strategy
Post Title: Director of Housing Needs & Strategy		Grade: CO2
REQUIREMENTS		
EDUCATION and EXPERIENCE		A/I/T*
E1	A substantial track record of success at senior management level of delivering sustainable service improvements in a comparable, accountable and customer facing organisation through partnership working with public, voluntary and private sector organisations.	A/I
E2	A record of achieving successful outcomes in a political environment, providing clear, balanced advice and guidance on strategic and operational issues.	A/I
E3	Demonstrable success in performance management, organisational change, contract and project management.	A/I
E4	A successful record of leading, motivating and managing a team of senior staff, to achieve continuous improvement.	A/I
E5	Demonstrable achievement of tackling inequality in employment and service delivery.	A/I
KNOWLEDGE, SKILLS and ABILITY		
E6	Ability to work collaboratively as part of the Housing Departmental Management Team, across the Council and with partners and stakeholders, to secure a shared and strategic approach and take joint responsibility for decisions as appropriate.	A/I
E7	Ability to manage and plan Housing budgets, including the Housing Revenue Account and capital programme to ensure that housing services can grow and are provided efficiently.	A/I
E8	Ability to develop and implement effective systems of performance management and measurement.	A/I

E9	A record of effective leadership and delivery at a senior level which demonstrates: <ul style="list-style-type: none"> • Taking corporate responsibility • Delivering results • Flexing style and approach • Providing systems leadership • Resilience, drive energy and enthusiasm • Motivating and Empowering / works through others 	A/I
E10	Effective personal style: <ul style="list-style-type: none"> • Is collaborative / team player • Is comfortable with complexity • Open and honest • Responsive and flexible • Good communicator 	A/I
E11	Ability to promote creative and innovative solutions, including the use of information and communication technology, within the Council and among partners.	A/I
E12	National and local political awareness and knowledge, particularly in relation to key policy and legislative changes affecting housing.	A/I
E13	Ability to research, forecast trends and developments, organise and communicate persuasively, both verbally and in writing, with Members, local residents, and other organisations.	A/I
E14	Displays an awareness, understanding and commitment to the mission and values of the Council.	
E15	Ability to meet out of hours commitments when required in connection with the responsibilities of the post.	
COMMITMENT TO EQUAL OPPORTUNITIES		
E16	Ability to adhere to the Council's Dignity for All policy.	A
SPECIAL REQUIREMENTS OF THE POST		
E17	This post requires a basic level of Disclosure & Barring Service (DBS) Disclosure.	
E18	This post is designated politically restricted.	
E= Essential D= Desirable		
*Assessed by: A= Application I= Interview T= Test		

Key terms and conditions

The role

Director of Housing Needs and Strategy

Remuneration

Grade C02 £103,647 to £117,222

Pension

You will join the Local Government Pension Scheme automatically, unless you elect to make alternative pension arrangements.

Annual leave

Basic paid leave will be 27 days a year. In addition, the Council grants five privilege days. After five years' continuous service your annual leave entitlement will increase by five days.

Condition of employment

If you are offered the job, you will be asked to complete a health assessment and you may be called for a medical examination. Any offer of employment is subject to satisfactory clearances in relation to application vetting, Asylum and Immigration Act (Section 8), criminal records bureau check, medical clearance and proof of relevant professional qualifications.

Probation

All appointments are subject to the Council's probation scheme. This condition applies to all new employees regardless of any continuous local government service.

Notice

You will be required to give three months' written notice.

Declaration of outside interests

You must inform the Council of any outside activity or employment which may conflict with your work for the Council. This includes organisations that are funded or grant aided by the Council.

Politically restricted posts

This position is politically restricted under the Local Government and Housing Act 1989. This means that you are prevented from taking part in certain political activities.

Key dates and the selection process

Closing date: 21 Sept 2020

We will be in touch with candidates to advise them on the outcome of their application. Unsuccessful candidates will be given the opportunity for feedback.

First interviews - technical w/c 12 Oct 2020

Longlisted candidates will be invited to an interview.

Assessment: w/c 26 Oct 2020

Between first and final stage interviews, shortlisted candidates will be asked to complete an online personal profile analysis test to explore leadership style.

Meet the Chief Executive and Corporate Director of Housing: w/c 2 Nov 2020

Meet the Members and residents: w/c 2 Nov 2020

Final interviews: 19 Nov 2020

Candidates will give a presentation (simulation) to the Interview Selection Panel (topic to be seen in advance of the day). This will be followed by a selection panel interview.

Please note that references will be sought in advance for all candidates selected for the final selection panel interviews.

If you are unable to attend on any of the identified dates for interview, please email leadership@islington.gov.uk before making the application.
