

# Director of Housing Property Services

Candidate Pack – May 2021



## 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 Equal Opportunities Monitoring form.
- Indicate to [leadership@islington.gov.uk](mailto:leadership@islington.gov.uk) if you cannot attend any of the interview dates.
- **Contact details of two employment referees. References will only be sought for candidates that are shortlisted for the final selection panel**

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

Please send your application and CV, preferably in MS Word format by email to [recruitment@campbelltickell.com](mailto:recruitment@campbelltickell.com)

**Applications must be received by 9.00am on Wednesday 2<sup>nd</sup> June 2021.**

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 Property Services role, please contact our recruitment partner, Campbell Tickell – Yvonne Frayling at [yvonne.frayling@campbelltickell.com](mailto:yvonne.frayling@campbelltickell.com) or via telephone on 07539 373 827.

Kind regards,

Executive Recruitment Team  
Chief Executives Department: Islington Council  
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222 Upper Street  
Islington  
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## Welcome to Islington Council

Thank you for your interest in the role of Director of Housing Property Services 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
- **Ambitious:** to show our determination to raise the bar
- **Resourcefulness:** a key strength we've shown during the pandemic – to make things happen, and to make them happen quickly. We can achieve so much more if we build on that resourcefulness.
- **Empowering:** we respect, trust and support one another to do our best for our borough

Our refreshed behaviours, spell out the word CARE, which we think sums up what public service is all about.

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 currently 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: [Link to Islington fairer together](#)

# Job description

Post title: Director of Housing Property Services

Service area: Housing Services

Grade: CO2

Reports to: Corporate Director of Homes and Neighbourhoods

Your team: 400 Staff: 4 Direct reports

## Our ambition

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

We also have an ambitious goal – to be the best council in the country – with every employee clear about the part they play and inspired, focused and supported to give their very best.

We want to build an organisation where employees feel valued, inspired and empowered to help us achieve our goals and provide the best services possible to our residents.

## Our values and behaviours

'Be Islington' is about setting a clear challenge about what it means to be an Islington employee and sets the standard for every new recruit.

We ask our employees to 'Be Islington' – playing their part in working together for a fairer borough and to always be collaborative, be ambitious, be resourceful, and be empowering ('CARE').

## Our commitment to challenging inequality

We are committed to tackling inequality, racism and injustice and creating a fairer borough for all. In order to do this, we need to set the example by being a fair employer and creating a workplace environment, which is free from discrimination, racism and inequality. Our approach needs to be proactive, consistently learning to create a fairer workplace and foster a culture, which empowers all staff to challenge inequality.

Fairness is at the heart of what we do. We want to celebrate and embrace our differences by:

- Ensuring our workforce is representative of the people we work on behalf of, our residents
- Creating equitable working environments and diverse teams
- Understanding our residents in order to design and deliver services that help tackle inequality and improve life chances for our residents
- Getting to know people and their differences
- Interpreting issues and concerns from a cultural perspective and address situations or problems from the points-of-view of multiple cultures
- Supporting people with long-term health conditions and/or disabilities



- Recognising the value of flexible working to support staff where possible

## Key responsibilities

- Responsible for the safety and maintenance of 35,000 homes in the borough. You will need to retain and develop a strong and technically proficient team, and work to improve our focus on communication with residents.
- Ensure strategic long term asset management plans are in place and delivered. Provide strategic leadership for the residential side of the Council's property and related asset management, ensuring the assets are maintained effectively.
- Develop our approach to reshaping the service and investment around new regulatory requirements for building safety. Lead on developing and embedding the systems to demonstrate plans and compliance around asset management and building safety.
- Be the lead director for health and safety for the residential stock.
- Lead a large scale capital investment programme and a busy repairs service.
- Ensure the service drives value and performance from procurement and contract management.
- Develop the roadmap to achieving net zero carbon in our housing stock.
- Work effectively with colleagues to ensure an integrated housing service.
- Ensure that the division is resident focused and adopting innovative, whole system ways of working.
- Establish and maintain effective partnerships with other stakeholders and partners to ensure the Council can meet its strategic objectives.
- As a member of the senior management team in the Housing Department, provide clear direction and corporate leadership to support the division.
- Drive cultural and organisation change to develop a strong distinctive performance culture and commitment to resident satisfaction (tenants and leaseholders), ensuring the delivery of high and services to
- Provide Members and the Executive with the open and timely information that they need to maintain effective oversight of the Division.
- Monitor and control the division's budgets, including staff, in accordance with financial regulations and standing orders

- Ensure staff compliance with all key policies, including for example health & safety; data protection; equality and diversity: and value for month.

## Leadership

As a member of the council's management team, to contribute proactively to the collective leadership for the council, working collaboratively with Members, services across the council, partners and stakeholders to deliver the council's objectives and priorities.

To drive positive cultural change, embodying and promoting the values and behaviours of the council and empowering staff to reach their full potential. Ensure that the performance and development framework is effective for all staff.

To lead on and ensure the effective implementation of corporate initiatives and transformation programmes that cut across the whole or part of the council's activities.

## Resources and Financial management

Ensure effective Financial Management, cost controls and income maximisation in an ever changing environment, fluctuating demands and priorities. Ensure resources are well managed and effectively deployed to the best possible effects assuring value for money in all activities.

## Compliance

Ensure legal, regulatory and policy compliance under GDPR, Health and Safety and in area of your specialism identifying opportunities and risks and escalating where appropriate.

## Budget responsibilities

£50m capital works budget & £35m repairs annually plus staffing

## Work style

Office-Based/Agile

## Person specification

You should demonstrate on your application form how you meet the essential criteria. Please ensure that you address each of the criteria as this will be assessed to determine your suitability for the post.

### Essential criteria

#### Qualifications

Essential criteria	Criteria description	Assessed by
1	Degree or equivalent, Chartered Institute of Housing, RICS or similar technical qualification would be an advantage	Application

#### Experience

Essential criteria	Criteria description	Assessed by
2	Substantial experience of operating at senior level in social housing	Application/Interview
3	Track record of shaping and delivering quality housing property services	Application/Interview
4	Experience of programme management of complex large scale capital related programmes	Application/Interview
5	Experienced at managing relationships in a political environment	Application/Interview
6	A good grasp of the legal and regulatory framework for social landlords	Application/Interview
7	Knowledge of the current strategic and operational landscape and its likely impact upon the design, development and delivery of housing services	Application/Interview
8	Strong financial acumen and reasoning, working with large budgets	Application/Interview
9	Experience of senior level partnership working across sectors	Application/Interview

#### Skills

Essential criteria	Criteria description	Assessed by
10	Able and willing to put residents at the centre of service delivery	Application/Interview
11	Excellent verbal, written communication, presentation and interpersonal skills	Application/Interview

Essential criteria	Criteria description	Assessed by
12	A strategic thinker, with strong influencing skills, able to work intuitively	Application/Interview
13	Able to manage a range of demanding stakeholder relationships, work neutrally in a demanding political environment	Application/Interview
14	Able to establish effective partnership working arrangements, focused on solutions	Application/Interview
15	A track record in development and managing a strong performance management culture	Application/Interview
16	Champions the use of new technology to further improve the service offer and drive efficiency	Application/Interview

## Personal attributes

Essential criteria	Criteria description	Assessed by
17	Approachable and personable with an optimistic outlook on what can be achieved	Application/Interview
18	A motivational leader, who maximises the performance of teams and individuals	Application/Interview
19	Challenges inequality and demonstrates leadership in this area	Application/Interview
20	Champions the rights of residents to live in good quality homes	Application/Interview
21	Promotes evidence-based approaches to evaluation and decision-making	Application/Interview
22	Takes collective responsibility at executive level, supports trust between colleagues	Application/Interview
23	Is confident in handling conversations when things go wrong, supports a learning environment, providing constructive challenge	Application/Interview

## Special requirements of the post

Essential criteria	Criteria description	Assessed by
24	This role will require you to obtain an Enhanced/Standard satisfactory clearance from the Disclosure and Barring Service	Application/Interview

Essential criteria	Criteria description	Assessed by
25	This post is subject to the council’s policy on pecuniary and personal interest	Application/Interview
26	This post is designated as politically restricted	Application/Interview
27	Able to work flexibility and as required evenings/weekends given the seniority of role	Application/Interview

## Our accreditations

Our accreditations include: the Healthy Workplace award, Timewise, London Living Wage Employer, Disability Confident Committed, The Mayor’s Good Work Standard, Stonewall Diversity Champion, and Time to Change.



## Key terms and conditions

### **The role**

Director of Housing Property Services

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### **Remuneration**

Grade C02 £106,497 to £120,447

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### **Pension**

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

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### **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.

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### **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), Disclosure and Barring Service, medical clearance and proof of relevant professional qualifications.

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### **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.

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### **Notice**

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

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## **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.

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## **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: Wednesday 2 June 2021 at 9am**

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

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### **First interviews – technical: Monday 21 June 2021**

Longlisted candidates will be invited to an interview.

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### **Assessment: w/c Monday 28 June 2021**

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

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### **Meet the Chief Executive and the Corporate Director of Housing: w/c Monday 5 and 12 July 2021**

### **Meet the Corporate Management Board and staff representatives: w/c Monday 5<sup>th</sup> and Monday 12<sup>th</sup> July 2021**

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### **Meet with Members and stakeholders w/c Monday 5 and Monday 12 July 2021**

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### **Final interviews: Wednesday 21 July 2021**

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

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

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**Please note: References will be sought in advance for all candidates shortlisted for the final selection panel interviews.**