

Find yourself in **Hackney**

Recruitment Pack

Director, Housing Services

January 2018



Working for better homes

 **Hackney**

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Your Application

Dear Applicant

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 – we recommend that this is 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 – we recommend that this is no longer than three pages;
- The declaration form – but completion of the equalities section is not mandatory, this is requested for monitoring purposes in line with our commitment to equality and diversity; and
- Indicate on the declaration form if you cannot attend any of the interview dates.

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:

lbhackney@campbelltickell.com.

Applications must be received by Monday 12th February 2018, 9.00 a.m.

You will receive an acknowledgement within 24 hours of receipt and we suggest that if after that time you have not heard from us, you telephone the office (0203 434 0990) to ensure that it has arrived. Using a secure email address and putting the job title/organisation in the subject line reduces the chances of any email going into spam.

Please do contact me if you wish to have an informal discussion about the role and organisation or if you have any other questions to help you decide whether to apply. You can contact me on 07539 373827 or 020 3434 0990.

Kind regards

Yvonne Frayling

Yvonne Frayling

Senior Recruitment Associate

Welcome Letter

Dear Applicant

Thank you for taking the time to look at our recruitment pack. We hope, having read it, that you will agree that this is a great time to be looking to join us as our Director, Housing Services.

At the end of March 2016, Hackney Homes, (ALMO) was brought back into the Council. Since that time, we have driven further improvements, made progress on our transformation programmes and set a clear vision and priorities for the service. It is an ideal time to maximise the opportunities from this work, building on what's been achieved and accelerating the pace of change, with housing firmly a political and corporate priority for the Council. You will work closely with us both and you will find that we are rightly ambitious and focussed on delivering the best outcomes for our residents. This role will be crucial to the delivery of high quality, customer focused and responsive services. You will also lead the work that is already well underway in response to the Grenfell Tower tragedy and our fire safety related works in our housing blocks.

The post is based in the Directorate of Neighbourhoods and Housing, which also includes Public Realm and Regeneration. It is focused on creating and sustaining liveable neighbourhoods, ensuring that wherever people live in Hackney, they have the same quality services, the environment is just as good and their life opportunities enable them to be just as successful. The Director will need to work with colleagues across the Directorate, and the Council, to ensure that Hackney continues to be seen as one of the leading local authorities on housing, as we continue to deliver one of the largest programmes of new build, social, shared ownership and private sale council homes in London. The Council will need to manage these new homes, as well as issues arising from new legislation.

Along with all other local authorities, Hackney is facing some of the biggest financial challenges it has ever encountered, along with rapid social and economic change. The Council has to work smarter, leaner and in a more joined-up way to ensure financial sustainability without losing focus on delivery of good services, while continuing to invest in our housing stock. Housing services need to continue to transform and modernise in order to not only tackle these challenges but also to ensure we rightly meet the rising aspirations from new and existing residents.

These challenges demand someone with a demonstrable track record in housing or asset management, transformation, improvement and culture change, a passion for housing, as well as drive, innovation and credibility, along with an unrelenting focus on delivering quality services. Your success will require strong partnership working with a range of stakeholders and residents, and you will also need to inspire over 650 staff.

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We won the 2016 LGC Award as the 'Council of the Last 20 Years', so you would be joining an organisation which is leading the way in public services.

There is unlikely to ever be a dull moment in Hackney, and your ideas, energy, enthusiasm and commitment will not only be mirrored by our own but also by those of our residents.

Yours sincerely,



Cllr Clayeon McKenzie
Cabinet Member for Housing



Kim Wright
Group Director, Neighbourhoods & Housing

About Us

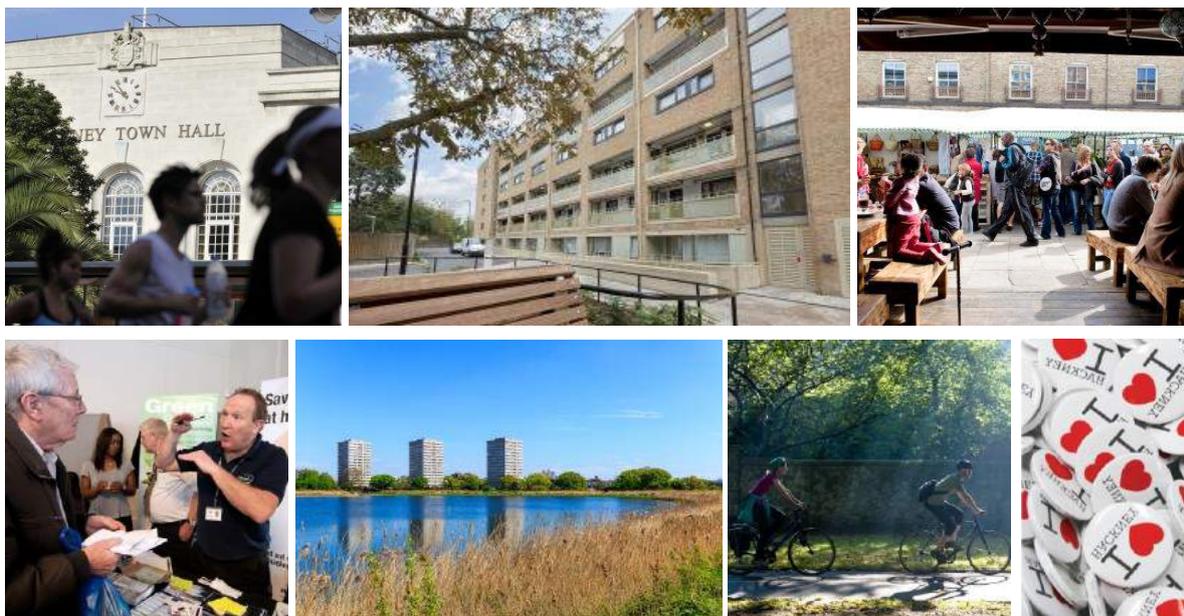
Hackney is in the heart of London, one of the world’s most successful global cities, and on the fringe of one of the world’s most important financial districts, the City of London and close to Canary Wharf and Docklands. An aspirational working borough, renowned for its innovative and creative economy, a place that values the diversity of its neighbourhoods and its people and makes the most of their links across the globe to enrich the economic and social life of everyone who lives in the borough.

Hackney is a green and cosmopolitan part of London, with safe, strong and cohesive communities, and a shared sense of fairness, citizenship and social responsibility. In 2016 we had a population of 273,526 residents, a figure which is projected to increase to 300,000 by 2027. We are one of the most densely populated of London’s boroughs, with almost one fifth of Hackney residents aged between 20 and 29. In 2015, 88% of residents were satisfied with Hackney as a place to live and 59% saw it as a better place to live than two years ago. 90% of our residents believed that in their local area people from different backgrounds get along well with 84% feeling a strong sense of belonging.

Between 2010/11 to 2020/21 the government’s annual grant to Hackney will have fallen by £139m – a cut of 45%. 70% of residents are satisfied with the way the Council is run and 74% saw no change or services getting better between 2013 and 2015, despite having made very significant savings of £130m.

During the same period the Council has also had to manage a growing and changing population, as well as Hackney’s popularity as a visitor destination.

Attainment in Hackney maintained schools is amongst the highest in the country – in 2016, Ofsted placed Hackney as the 6th highest performer out of 218 English Multi-Academy Trusts and Local



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Authorities in the country for GCSE performance and in 2015, we achieved the highest GCSE results in the country among looked after children.

In the context of austerity, we have performed well. However, as a Council we need to improve on listening and acting on the residents' concerns going toward and we still have challenges to address. We have a crisis in affordable housing, with the average price for a flat or maisonette now just under £525,000 which is well above the London average of just over £424,000. This has led to increased overcrowding and homelessness and threatens the very nature of the mixed and sustainable neighbourhoods of which we are so proud. 88% of our residents feel there is a housing crisis, with a lack of affordable housing and the local community being priced out of the market, with some residents experiencing isolation as friends and family move away. Nearly a third of all households are now private renters, a proportion that has more than doubled in the past 10 years. We have embarked on one of the most ambitious estate regeneration programmes in the country and some of the highest levels of new home building to address these issues. Hackney delivered over 1,600 units of new housing in 2015 of which 30% was affordable housing. Nearly 16,000 additional new homes are expected to be built in the borough in the next 10 years. We will also look to maximise the value of our estate, to provide investment in public infrastructure, affordable housing and schools. There is work to be done to address economic polarization, closing the gap between the poorest and wealthiest and harnessing economic growth for all our citizens. Nearly half of local residents feel that the job opportunities being created are not for local people. There is also work to be done to address growing inequality in areas such as worklessness and health inequalities. Whilst crime rates have fallen significantly over recent years there are still issues with ASB, drugs and gangs and with the perception issues that this creates.

We have further savings to make of £31m over the period 2017/18 – 2019/20. We will campaign on behalf of Hackney residents and lobby national and regional government for a better deal for Hackney and its people and we will also lobby for large scale infrastructure improvements such as Crossrail 2. We will reshape the way we deliver services, with a focus on our customers.

Job Description

Responsible To:

Group Director, Neighbourhoods and Housing

Purpose of the job:

- As a Chief Officer, you will be responsible for the successful delivery of the Mayor's priorities, Council's corporate objectives, and the business objectives of your designated services.
- To provide effective leadership and management that will contribute to the continuous improvement of the Council.
- To actively contribute to Council-wide and Directorate initiatives that will achieve and implement the Mayor's priorities and corporate objectives

Service Specific Accountabilities:

As the Director, you will have direct responsibility for the leadership and management of the following services and functions:

- Housing management
- Repairs and maintenance
- Tenancy Management Organisation liaison
- Housing Revenue Account
- Planned asset management
- New build management & maintenance
- Resident safety
- Housing transformation
- Liaison with tenants & leaseholders

Indicative budget: c £140m revenue / c £75m capital

Indicative staffing: 650 FTE (including agency staff)

Corporate Accountabilities:

- Actively contribute to the leadership and management of the Council that will promote a one organisation approach.
- Responsible for the division's budget, making sure it is effectively controlled within the cash limits available and that services delivered or purchased represent value for money.
- Apply the Council's agreed project management process to deliver programmes and projects with successful outcomes, on-time and within budget.

Corporate Accountabilities continued:

- Drive the implementation of consistently high-quality service standards, ensuring benchmarks for service development and customer service standards have been established and that performance is effectively monitored and continuously improved.
- Ensure there is effective integration of related services within the Directorate and across the Council and that the contribution of partnership organisations and contractors are appropriately harnessed.
- Ensure that staff are supported and developed to manage their careers successfully and to enable and empower them to deliver improved outcomes for Hackney residents.
- Develop and maintain positive partnerships with elected Members to ensure the Council's and Directorate's strategic priorities are effectively implemented and to support Members to undertake their strategic monitoring role.
- To promote sustainability in the management of the Division and the Directorate, including encouraging a culture of innovation and accountability amongst staff towards sustainability, embedding sustainability in strategic policies, the management of physical resources and the delivery of services.
- To manage services in a manner that promotes equality of opportunity within teams, the delivery of non-discriminatory services and the inclusion of disadvantaged groups.
- Work outside of normal office hours, including attendance at evening meetings or committees, for which no additional payment will be given.
- To ensure emergency planning and business contingency arrangements are in place and to be part of the emergency planning senior management GOLD rota.

Person Specification

Skills, Knowledge and Experience:

- Possess the necessary qualifications and experience to carry out the functions associated with the post.

Leadership and Management:

- Experience of working as a Member of a management team.
- Knowledge of leading and managing organisation and cultural change programmes.
- Track record of providing strong and effective leadership setting vision and direction to teams and individuals, and inspiring others to take the vision forward to achieve business and service improvements.

Communication and Relationship Management:

- Personal and professional demeanour that will inspire the confidence of fellow Chief Officers and employees.
- Experience of establishing and developing relationships with key stakeholders and creating influential networks.
- Experience of working in a political environment, building positive relationships with politicians, generating mutual confidence and respect.
- Ability to communicate authoritatively and appropriately in verbal and written form with a wide range of stakeholders at all levels.

Resource Management:

- Experience of effectively dealing with poor performance or unprofessional conduct.
- Experience of managing large budgets to balance service needs organisational priorities.

General:

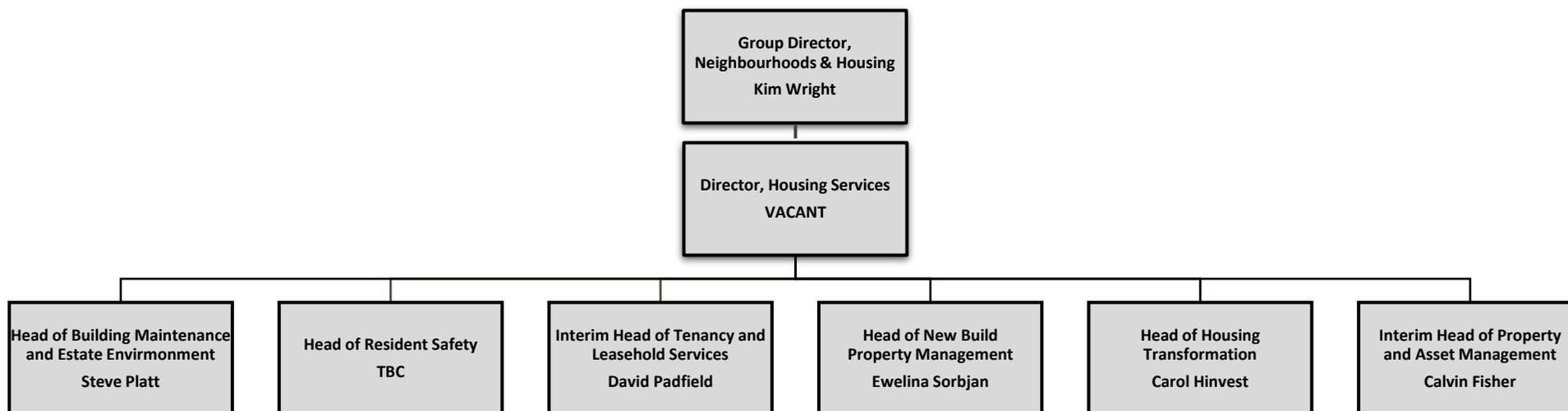
- Able to demonstrate commitment to the Council's vision for a better Hackney with the ability to model behaviours explicit in the Council's core values and organisations beliefs.
- Able to demonstrate a customer focused approach to the management of services within the Directorate and across the Council.

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Director, Housing Services

- Understanding of the effects of discrimination and exclusion with the ability to promote inclusion and equality of opportunity.
- Detailed understanding of the challenges posed for the provision of quality public services in a multi-cultural inner city area.
- Understanding of local government, the current and future issues to be faced as well as the financial, legal and political context of public sector management.

Organisational Structure



Principal Terms and Conditions

Position:

Director, Housing Services

Remuneration Package:

Up to £127K

Pension:

A defined contributory scheme. All new joiners will be automatically enrolled into the Local Government Pension Scheme.

Annual Leave:

Your basic annual leave entitlement will be 33 days (including 2 statutory days) plus 8 bank holidays.

Additionally 5 days long service leave is awarded to employees who (at the start of the leave year, 1st April) have completed 5 years continuous service in local government. Up to 5 days annual leave not taken during the leave year may be carried forward into the next leave year, this must be taken by the end of September of the following leave year. Employees contracted to work less than or more than 5 days per week have their annual leave entitlement calculated on a pro-rata basis. The annual leave period shall be from 1st April to 31st March. Those employees starting or leaving employment during the year are entitled to annual leave proportionate to the number of completed months of service during the year. Normally, employees should take any outstanding leave prior to their last working day with the Council.

Place of Work:

Your normal place of work will be at Christopher Addison House, 72 Wilton Way, Hackney, E8 1BJ.

Working Hours:

Normal hours of work for a full-time position would be a minimum of 36 hours per week. However, the nature of this post will require substantial additional hours, sometimes at weekends and attendance at evening meetings will be required. No payment will be made for working additional hours.

Key Dates and Selection Process

Closing Date:

Monday 12th February 2018 at 9.00am

The client meeting to agree longlisted candidates will take place on the afternoon of 16th February. Successful candidates will be notified later that day. All unsuccessful candidates will be offered feedback by Campbell Tickell.

First Interviews:

Monday 19th February 2018

Longlisted candidates will be interviewed by a Campbell Tickell panel.

Interviews will be held at the Campbell Tickell's Offices in Wembley.

Testing and Information Gathering:

Shortlisted candidates will be asked to complete an on-line psychometric assessment and a timed report.

Final Interviews:

Thursday 1st March 2018 (afternoon) and Tuesday 2nd March 2018 (morning)

Thursday 1st March (afternoon):

There will be an opportunity to have a 1:1 session with Mayor Philip Glanville followed by a session with the Resident Liaison Group.

Friday 2nd March (morning):

A seen presentation, which will be delivered at the start of the final interview to the selection panel.

Selection panel:

- Kim Wright, Group Director Neighbourhoods and Housing,
- Cllr Clayeon McKenzie, Cabinet Member for Housing,
- Anne Canning, Group Director Children, Adults and Community Health and
- an Observer from Campbell Tickell.

Supplementary Information

The following can be downloaded from the London Borough Hackney website:

Sustainable Community 2008 - 2018:

<https://www.hackney.gov.uk/community-strategy>

Community Strategy:

<https://consultation.hackney.gov.uk/policy-partnerships/community-strategy/>

Local Plan Consultation:

<https://consultation.hackney.gov.uk/planning-regulatory-services/draft-local-plan-2033/>

[Cabinet Report](#)

To find out more please visit the London Borough Hackney website:

[London Borough Hackney Website](#)

Media Advertisement



Director, Housing Services, up to £127k

This is a unique opportunity to drive the transformation of services for our 30,000 tenants and leaseholders, in London's most diverse and creative borough, and to be part of the leadership team of one of the UK's highest performing councils.

Hackney is an ambitious local authority with a highly supportive management ethos, and a strong political commitment to council housing. You will need to share our passion for housing and for high quality services, with resident engagement at the heart of what we do. This is a challenging role that will require stamina, focus, and an outstanding track record of delivering both service and culture change.

 For an informal and confidential discussion and further information about the role, please contact Yvonne Frayling at Campbell Tickell on 07539 373 827 or 020 3434 0990. You can download the job pack from www.campbelltickell.co.uk/jobs. Closing date 9.00a.m. Monday 12th February 2018.

Find yourself in Hackney  



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