



CAMPBELL
TICKELL

DIRECTOR OF HOUSING SERVICES

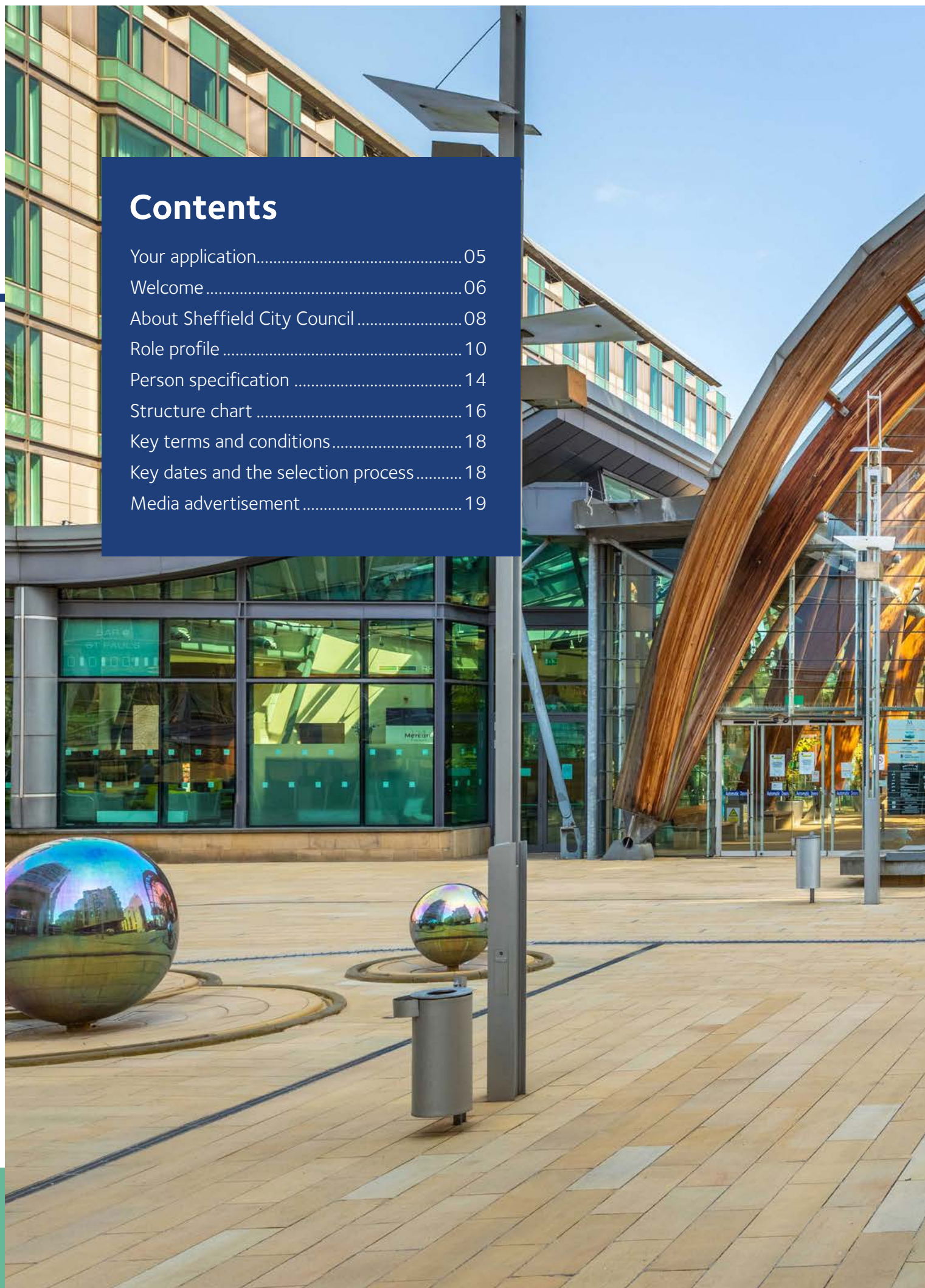
November 2024

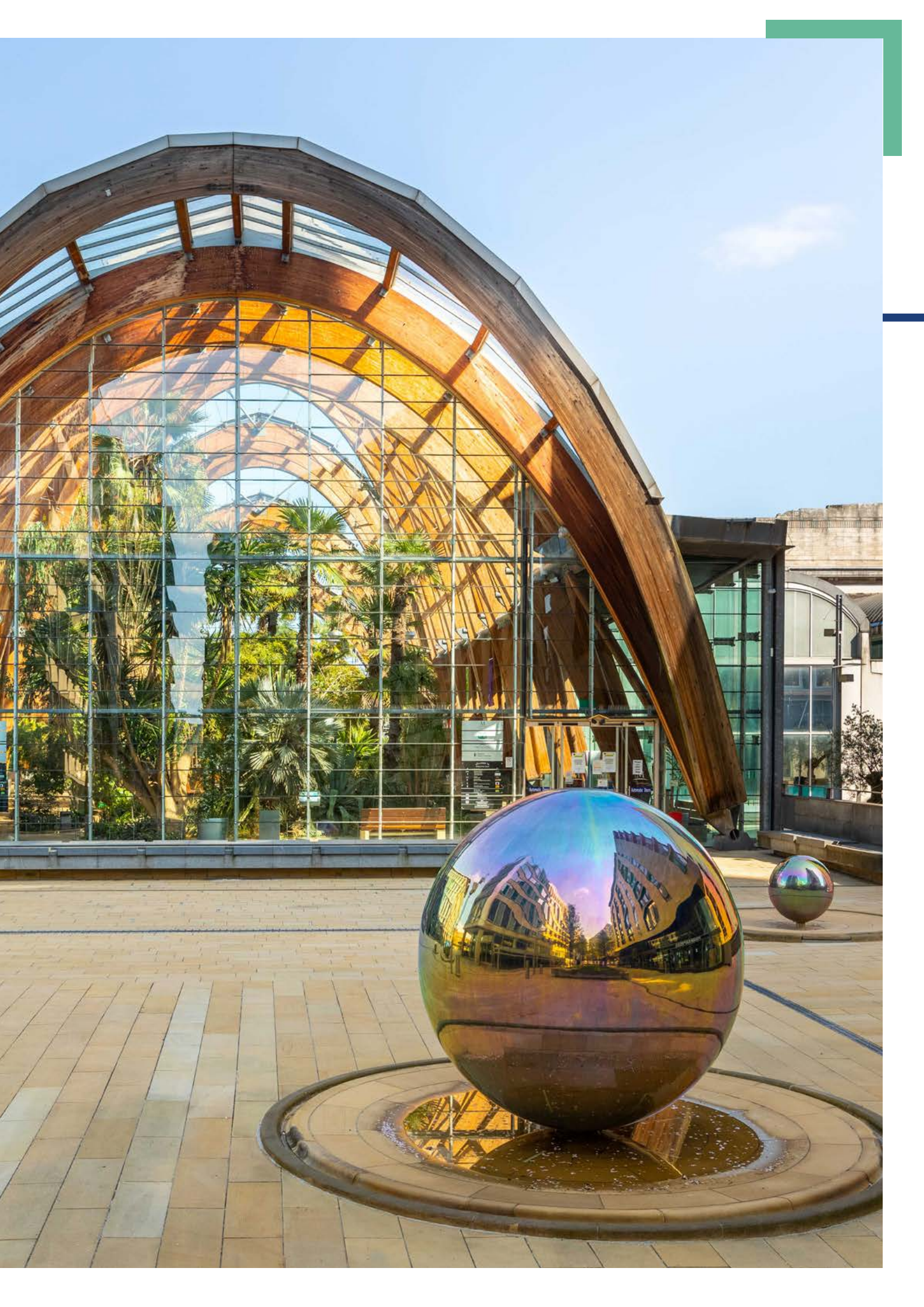


Recruitment Pack

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Your application

Thank you very much for your interest in this Director of Housing Services post at Sheffield City Council. On the following pages, you will find details of the role and the selection process to assist you in completing and tailoring your application.

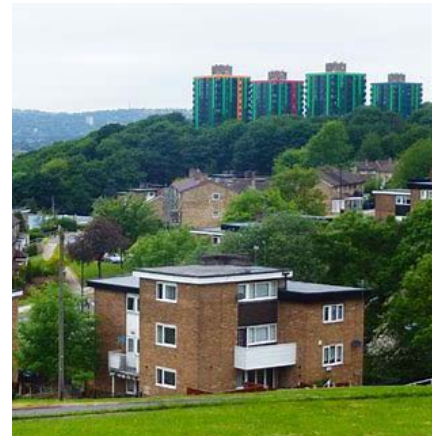
You will no doubt do your own due diligence but do read this pack carefully as it will provide you with a good overview of the organisation and role. After you have done that, please feel free to get in touch with me, so that we can talk through your offer and get a sense of how that aligns to what Sheffield City Council is seeking.

To apply, we will need the following from you:

- A CV. Make sure this confirms your current/most recent roles (you can sum up earlier roles, say before the last 15 years), tell us about your achievements so we get a picture of your skills and experience, and try to keep it to two pages or three at most;

- A personal statement. We want to hear about your motivation, why this role/ organisation, and you will also want to evidence how relevant your offer is to the role specification; again, ideally in two to three pages; and
- The declaration form, which is accessible via the role page on our website and includes space to indicate if you cannot attend any of the interview dates.

Please submit your completed application documents using the online form, which is accessible via our jobs page: www.campbelltickell.com/jobs. You will receive an email confirmation and see an onscreen confirmation message after submitting your application, but if you have any issues, you can call **020 3434 0990**.



The role closes at 9am on Monday, 2nd December 2024. Please ensure we receive your application in good time.

Do call 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.

Kind regards

Kelly Shaw

**Senior Associate Consultant
07900 363803**

Welcome to Sheffield City Council

I'm very glad you are taking a look at our Director of Housing Services role and thank you for your interest in this exciting post.

This is an opportunity for an outstanding housing professional to take on one of the biggest, most challenging, and most rewarding jobs in the sector. Sheffield City Council is one of the UK's biggest social landlords, with a housing stock of around 40,000 tenanted and leasehold properties. At the heart of our growing and vibrant city, our housing service has a big role to play in the continued flourishing of the city and this is an exciting opportunity for our new Director of Housing Services to make a huge contribution to the city of Sheffield.

With a new ambitious Council Plan for the city launched earlier in 2024 laying out how we ensure Sheffield achieves its potential, and a new Housing Strategy freshly signed off in October articulating the role housing has to play at the heart of council services and a housing growth plan being finalised, there is a clear sense of momentum towards change and improvement - we are a city on the move, at the start of an exciting new chapter. Needless to say, getting the delivery of our housing services right is critical for

us, and we know that this will be a tough role, but we think a very rewarding one.

We have recently undertaken a thorough review of how we deliver housing services across all areas which has helped us see exactly what is working well and where we need to look again at how we do things. We recognise that there is significant room for improvement in how we manage and deliver services in some areas in order to provide a high quality, joined-up service for our residents. So as a result of the work done to date, we now have a clear view on where change needs to happen and a clear direction of travel, and our new Director of Housing Services will be in a position to take the lead in strengthening and putting in place robust delivery plans, and taking the service forward.

You will lead our sizeable colleague team of around 1,800, refreshing and bringing together a dynamic and integrated housing and repairs service that is as effective at delivering great outcomes for our residents as it is focussed on achieving all of our compliance targets. We are looking for someone who is a strong collaborator with experience of working with residents, colleagues, partners and a wide array of stakeholders, and

who understands the importance of making sure housing is well embedded into the wider agenda across the Council and our corporate "Future Sheffield" target operating model.

You will have a strong background of leadership in the housing sector (from either local authority or RP), either in housing or property management including repairs, or both, with a track record of delivery that includes turning around service quality, and importantly ensuring your residents, staff and other stakeholders are bought into to making that journey with you.

If you share our rounded view of what housing can and should deliver on around providing people with warm, safe, and high-quality homes; supporting communities and neighbourhoods to thrive and prosper; and ensuring there is equity in access to opportunity and aspiration, then we hope you will continue to read on, find out more and be inspired.



Ajman Ali
Executive Director,
Neighbourhoods



“
Sheffield is a dynamic and growing city at the heart of South Yorkshire

“
In October 2024 a new 10-year Housing Strategy was approved



About Sheffield City Council

Sheffield is a dynamic and growing city at the heart of South Yorkshire with a population of over 550,000, across over 230,000 households. While being an urban centre of scale, Sheffield is a unique city in that the Peak District National Park sits within its boundary, and parks, woodlands, and reserves make up over 60% of the city. The balance of a thriving and busy urban centre with easy access to nature is key to the city's identity and is a significant draw for the diversity of individuals who choose to live and work in the city, from the significant professional community to the lively student population across two universities.

Sheffield City Council: Our mission

The new Sheffield City Council Plan 2024-28 sets out a clear and positive statement of what we want to achieve for Sheffield over the coming four years, across all areas of our organisation. As part of the new strategy, we developed a

new mission: **Together we get things done.** We will work with and listen to the people of Sheffield, along with other public services, with our voluntary, community, faith and social enterprise (VCFSE) partners, with business and with Government as a whole council, to get things done for our great city.

Strategic outcomes

The new plan outlines five outcomes that will provide the structure for the Council's priorities:

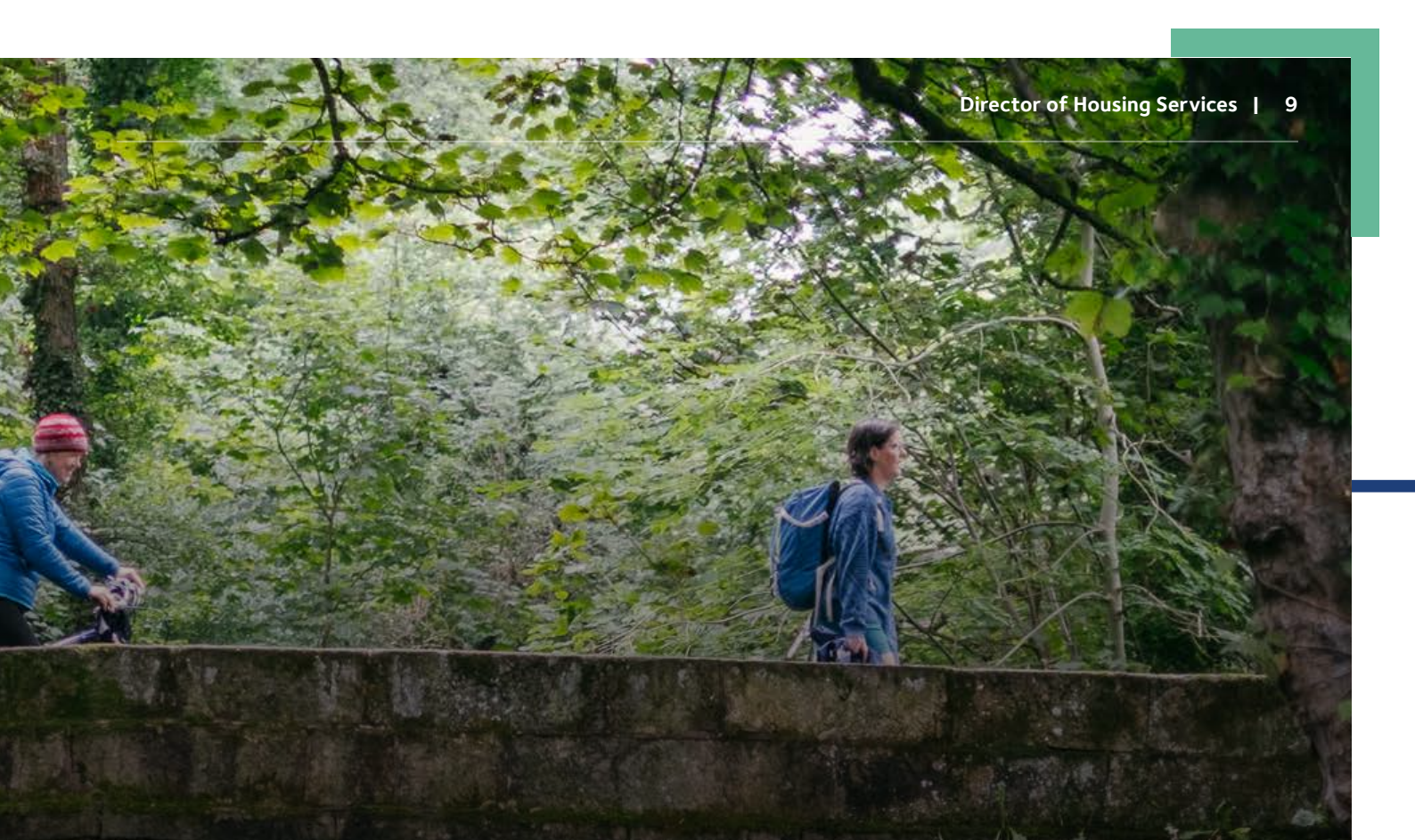
1. A place where all children belong and all young people can build a successful future
2. Great neighbourhoods that people are happy to call home
3. People live in caring, engaged communities that value diversity and support wellbeing
4. A creative and prosperous city full of culture, learning, and innovation
5. A city on the move – growing, connected and sustainable

While great quality housing will have an impact across all of our stated outcomes, the great neighbourhoods strand has a particular focus on housing with our stated priority around increasing the availability, quality and range of housing in our neighbourhoods.

Our new housing strategy and vision

In October 2024 a new 10-year Housing Strategy was approved. The strategy was developed in consultation with residents and will ensure that everybody has a safe, secure, and affordable home.

The new strategy outlines our vision for housing: **"Everyone in Sheffield has a home that supports good health and is suitable for their needs and aspirations. We want people to have more housing choice and better access to a home which is safe, affordable, and ready for a changing climate."**



It also notes the following ambitions for housing in the city. By 2034:

- Sheffield will have enough homes to meet the needs and aspirations of our communities and support the city to prosper.
- Housing carbon emissions will have been reduced to net zero.
- Residents will enjoy safe, good quality homes that are easy to keep warm or cool.
- Our communities will live in neighbourhoods that are great and safe places to live, which they are happy to call home.
- Everyone will have a home and the support they need to live a healthy life.

Together we get things done



Watch Cllr Tom Hunt, Leader of Sheffield City Council announce the launch of the strategy [here](#).

Find out more about Sheffield City Council

- Sheffield City Council Plan 2024-28 [link](#)
- Sheffield City Council Digital Strategy 2024-28 [link](#)
- Sheffield City Council Customer Experience Strategy 2024-28 [link](#)
- HRA Business Plan 2024-25 [link](#)
- Housing and accommodation strategies page [link](#)
- Welcome to Sheffield - the official destination website for the city - [link](#)

Role profile

Role summary

Job title: Director of Housing Services

Grade: DG2

Responsible to: Executive Director Neighbourhoods

Responsible for: Heads of Service (5 direct reports)

Indicative budget: c. £181m

Indicative staffing: c. 1,800

Job purpose

- Provide outstanding strategic leadership of the housing service across the Council's portfolio of social housing responsibilities, accountable for the development and delivery of the housing strategy ensuring the approach to service design and delivery is aligned to corporate strategic objectives, and Sheffield City Goals.
- Ensure a strategically integrated approach across housing and asset management, with services centred around customers, homes, and neighbourhoods.
- Responsible for Sheffield City Council's statutory duties for homelessness prevention under the Housing Act 1996 as well as related preventative and specialist housing services.
- Ensure the delivery of a strategic

and robust framework across all compliance, statutory duty, legislative and regulatory requirements, ensuring these are embedded into all service delivery functions and reported through the appropriate governance structures.

- The postholder is the 'responsible person' for building safety and compliance.
- Be a role model as leader across the Council as a whole, and a champion for the neighbourhood services directorate, working collaboratively with other directorates across the council to ensure housing services are regarded as being solutions-focused, sustainable, ambitious, dynamic, and successful.
- Embed a culture of ownership and accountability across the team; ensuring your direct senior leads work to that intention, so that housing services has a team of staff who are engaged, motivated, equipped, and empowered to consistently achieve agreed outcomes.
- Instil a robust performance management culture, with clarity on expected outcomes and robust monitoring and driving the team's capacity and capability to be responsive to data trends, so as

to take considered but action at pace in areas of poor or declining performance.

- Ensure that the commitment to equality, diversity and inclusion informs all that housing services do, embedding the strategic intention around EDI into the design and delivery of all key strategies, policies, operational and organisational practice.
- Accountable for the continued development of the strategic approach to being customer centric, ensuring services place a premium upon the value of customer engagement, influence, and input.
- Ensure complaints handling complies with the Housing Ombudsman's Complaints Handling Code, performance meets expected standards and complaints are used as learning opportunities to improve performance and service delivery.
- Actively support the strategic positioning of the Council as a high-quality provider of homes and related services; contributing to the local and regional debate on housing; while maintaining a professional network that adds value.

Duties and responsibilities

Specific responsibilities and accountabilities

1. Strategic Lead for the implementation of a target operating model for housing, with clarity on what good looks like, in support of the Future Sheffield plan and corporate ambition to be a 'best performing' Council by 2028.
2. Accountable for the development and delivery of a range of strategies across Housing Services and Housing Need. A tenant engagement strategy will be essential to ensuring the housing service are fully informed and shaped by the 'tenant voice' through appropriate channels of engagement and scrutiny that deliver transparent accountability.
3. Accountable for the day-to-day operation of services across housing solutions; housing management; neighbourhoods management; asset management and repairs; strategy development and performance, shaping seamless service responses around the person, the home, the neighbourhood, and the community.
4. Lead on and lead others on; the development of strategies, policies and SMART service improvement plans to achieve operational and corporate objectives in compliance with the regulatory and legislative requirements.
5. Ensure strategic oversight of national, regional and local level housing strategy, policy and regulatory framework including ensuring Sheffield is able to shape and influence policy and practice.
6. Work closely with the other directorates including to ensure integration between housing and community and customer access points (including the contact centre and local hubs), and the delivery of cross-tenure services across the Council, and through wider partnership working.
7. Ensure a strategic approach to data, business intelligence and insight to support decision making across a range of areas including the use of data, alongside business and customer intelligence and ensure neighbourhood and stock condition data is robust and compliant including all aspects of housing regulation, legislation statutory duties.
8. Ensure a strategic approach to aligning repairs, capital improvement, and asset investment that is evidence based; and reflects the commitment to decarbonisation, energy efficiency and lifetime homes, protecting the long-term sustainability of the HRA, whilst maximising its potential.
9. Ensure the development and delivery of a strategic approach for housing solutions, assessment and homeless and rough sleeping support to ensure legislative compliance; consistent housing need assessment; and a fair allocation and rehousing system.
10. Deliver an effective approach to the management of empty homes as well as working with registered providers and the use of private sector homes to broaden the supply of housing solutions.
11. Provide a focus on customer access and responsiveness in line with Sheffield's Customer Services Strategy.
12. Ensure a commercial view is taken throughout the leadership and management team ensuring a value for money approach and decision making whilst delivering budget accountability and reporting.
13. Ensure a strategic risk-based approach to service design and delivery, ensuring alignment to the corporate risk management framework and that is embedded throughout the Housing service.
14. Provide support and advice to the Council's corporate and political leadership, with ownership of issues and transparency in engagement with elected Members.

Strategic and corporate responsibility

15. As a Senior Manager of SCC, work to promote positive cultural change and a 'One Council' approach, embodying and promoting the values of the Council.
16. Contribute to the strategic leadership of the Council by establishing, leading, developing and implementing effective strategies that will deliver for the City.

17. Participate in and contribute to key projects on corporate areas of activity involving Council-wide/cross-Directorate strategies, which promote innovation and creativity in the provision of Council Services, the City and the region leveraging your specialist skills and making contributions where you can.
18. Be aware of and implement best practice in service delivery at all times.
19. Ensure that all relevant statutory duties within the purview of this post and across the Council (where applicable) are effectively discharged.
20. Develop and implement coherent strategies and policies to better meet the needs of all customers of the service.
21. Proactively engage in and receive constructive peer challenge to improve and develop services.

Innovation and change

22. Utilise management information to understand the changing needs of customers, challenge the status quo to ensure areas of responsibility are innovative and continuously improve by reviewing services, strategies and procedures.
23. Effectively champion, engage with and manage change programmes, whilst motivating and energising others to deliver.

Reputation management

Political awareness

24. Inform, support and advise Members of the Council so that they can perform their executive, scrutiny and representational responsibilities and ensure that decisions are appropriately informed, and services delivered according to Council priorities.
25. Serve all Members equally with dignity, respect and courtesy, regardless of political group or position, creating and maintaining effective and productive relationships with Elected Members.
26. Contribute towards service strategy and priorities, aligning with political direction and decision making.

Partnership working

27. Identify, manage and engage with key stakeholders both internally and externally to the Council to deliver cohesive, integrated services across the city.
28. Use innovative, creative thinking to build relationships and influence and negotiate complex and contentious issues as they arise.
29. Ensure effective and proactive relationships are built with key stakeholders, customers, public and private sector organisations, business community and professional bodies to deliver outcomes that are mutually beneficial and have a positive impact on citizens.

30. Ensure knowledge and information is shared across partners and stakeholders both internally and externally to enable common or complementary objectives to be achieved.

Resource management - financial, human, physical

Financial

31. Ensuring effective Financial Management, cost controls and income maximisation in an ever-changing environment, fluctuating demands and priorities; resources are well managed and effectively deployed to the best possible effects assuring value for money in all activities.
32. Responsible for the effective management of all resources within a corporate context, ensuring that:
 - a. Arrangements are put in place to ensure the service has a clear framework to comply with the Council's financial regulations, Standing Orders, and financial policies, maintaining spending within approved limits and budgets.
 - b. The resources of the function are targeted at priorities and demonstrate value for money.
33. Applying a robust approach and response to business continuity and emergency planning; communicating, implementing, and maintaining effective continuity arrangements.

Human

- 34. Develop and implement robust, sustainable management and staffing structures.
- 35. Recruit, manage, motivate, and develop employees ensuring their health, safety and wellbeing at work to create a sustainable workforce for the future.
- 36. Develop and promote positive employee engagement to utilise skills and abilities, develop potential and increase motivation and productivity through effective performance management.
- 37. Lead and implement on service actions arising from the strategic workforce development strategy which will strengthen internal capacity building, succession planning and retention of staff to create a workforce for the future.

Physical

- 38. Ensure the cost-effective use of any physical or ICT resources allocated to the service.
- 39. Lead in the provision of sustainable, effective, and efficient asset management.

Performance management

- 40. Pursue best practice and value for money for the service through the establishment of effective management and procurement, systems of governance and accountability, target setting and performance management.

- 41. Produce Business and Service Development Plans for the function and ensure that the plans are developed and implemented via a framework of customer and staff involvement.
- 42. Conduct annual performance reviews in accordance with Council policy ensuring that all staff are clear about their performance objectives and have the necessary training and development to do their jobs.

Commercial focus

- 43. Demonstrate an understanding of the wider environments within which the Council operates, including political and economic impacts, technological advances and strategic commissioning to promote innovative service models and deliver the best value for public money.
- 44. Demonstrate a strong commercial awareness and the ability to balance this alongside competing council priorities.

Customer focus

- 45. Drive a customer ethos in all services areas ensuring that the use of data and insight informs activities and priorities which contribute to the social value and wellbeing of the City.
- 46. Have a focus that is attuned to the national and regional agenda, understanding customers' changing needs.
- 47. Ensure the development and delivery of good quality public services and a service-wide culture of customer responsiveness.

Other Policies – your responsibilities

- 48. This is a politically restricted post.
- 49. Should you be required as a regular and intrinsic part of your role, to speak to members of the public in English, you must be able to converse at ease with customers and provide advice in accurate spoken English as required by the Immigration Act (2016).
- 50. Lead on Service Business Continuity Planning and ensure that your leadership team know this plan and can direct staff to follow the Business Continuity Plan. You will also support with Incident Response to provide co-ordination of critical incidents, should these occur. To do this, you will be required to be on an on-call rota for approximately 5 weeks in a year. You will receive training and support for this work.
- 51. To undertake all duties and responsibilities in line with current Council Policies and Procedures, including those relating to health and safety; equalities, diversity and inclusion; safeguarding procedures; financial instructions; procurement and commissioning.
- 52. To undertake any other duties in agreement with the post holder and manager. Significant changes that may affect the role and responsibilities of the post or the job description would be managed through an agreed process in consultation with the Trade Unions.

Person specification

Specific knowledge and experience

Substantial experience at a senior or director level across diverse housing operations including housing management, asset management or a large repairs service, across a substantial mixed tenure housing portfolio.

A track record in delivering transformation in housing and/or asset management or a repairs service including service design and delivery, where improved impact and effectiveness has been sustained.

Extensive knowledge of housing and building legislation, compliance and regulation.

Extensive knowledge of housing strategy at a national, regional and local level and experience of working with significant partners and stakeholders to deliver a future housing portfolio which meets a range of housing needs.

General knowledge, experience and skills

A track record at a senior level in customer and stakeholder engagement, influencing in complex situations to deliver service redesign and future delivery.

Substantial financial and commercial acumen, used to being accountable for large revenue and/or capital budgets.

Experience of producing board reports, briefings, presentations and correspondence and complaints.

Experience of working at senior level in cross-functional teams in order to progress corporate objectives.

Experience of successful involvement in and management of large scale or major projects.

Experience of leading and managing change whilst effectively motivating, empowering and generating commitment of employees. This is to include analysing and conceptualising problems, formulating and executing appropriate solutions and negotiating successful outcomes.

Experience of working effectively in a committee and board-based governance environment with particular reference to political environment, working with elected members and in cooperation with the public sector, third sector and private sector partners and stakeholders.

Evidence of success in establishing effective performance measures and a performance culture that has achieved significant outcomes for service users.

Inspiring others through great leadership – providing a powerful sense of purpose that energises others to deliver a changing agenda.

Leading Housing in delivering Sheffield's emerging and developing Customer Experience Strategy whilst attuned to the national and regional agenda, understanding customers' changing needs; working collaboratively by breaking down barriers with partners and internally between departments to ensure an excellent customer experience.



Sheffield is a unique city in that the Peak District National Park sits within its boundary



Managing organisational resources (financial, human and infrastructure) – running the business responsibly and assuring quality of service delivery.

Prepared to challenge constructively the current “as is” position and articulate the potential future opportunities.

Excellent communication skills, including the ability to promote understanding to a variety of audiences using a variety of communication channels and media. This is particularly in relation to customers, tenants and influencing very senior stakeholders.

Political judgement and skills in relationships and to be proactive

in developing and maintaining constructive and ethical relationships.

Ability to understand financial and legal/contractual information and to develop innovate strategies to maximise service provision within tight financial limits and to maximise funding available.

Ability to work to deadlines and cope with pressures and setbacks.

Ensure high professional standards are maintained and compliance with appropriate procedures and statutory requirements with evidence of continuous professional development.

Qualifications

Educated to at least degree level or demonstration of significant experience and/or a relevant qualification.

CIH or RICS member.

Evidence of continuing professional development.

Our values

People are at the heart of what we do.

Openness and honesty are important to us.

Together we get things done.

Structure chart





Everyone in Sheffield has a home that supports good health and is suitable for their needs and aspirations



Key terms and conditions

The role

Director of Housing Services

Remuneration package

£120,801. A market supplement is available for exceptional candidates.

Sheffield City Council are conducting a role review programme, which may result in changes to roles and grades from 2026. For more information, please read our **latest update** for more details.

Pension

You will be enrolled in the South Yorkshire Pension Scheme with employer contribution of 19%.

Annual leave

Your basic annual leave entitlement will be 30 days plus 8 bank holidays.

Working arrangements

Full time hours are 37 hours per week. However, given the seniority of the role, flexibility is essential, including evenings and occasional weekends.

Sheffield City Council has adopted hybrid working arrangements, so staff are typically in the office for two to three days per week.

Visibility is crucial in this role, with staff, our stakeholders and across our operating areas, and particularly so as you settle into the role.

Probation and notice period

The probationary period for the role is six months, after which the notice period is three months.

Relocation package

Relocation support is available should you choose to relocate from another part of the country to within 25 miles of Sheffield. The amount available is £7,494.15, and is to cover expenses related to moving home, such as legal and estate agent fees, removal expenses etc.

Other benefits

A range of benefits are available for all colleagues including cycle and electric car salary sacrifice schemes, reduced rate private healthcare, and various other discounts and offers.

Key dates and the selection process

Closing date: 9am on Monday, 2nd December

The client meeting to agree longlisted candidates will take place on Friday, 6th of December. We will be in touch to let you know the outcome of your application by the end of this week.

First interviews: Tuesday 10th December | via MS Teams

Longlisted candidates will be interviewed by a Campbell Tickell panel and Chris Ellison, interim Director of Housing at Sheffield City Council.

We will be in touch to let you know the outcome of the interview the following week.

Final stage selection

Stakeholder conversations: w/c 6th January 2025 | via Teams

Shortlisted candidates will have the opportunity to have conversation with senior staff, a selection of tenants, and other partners.

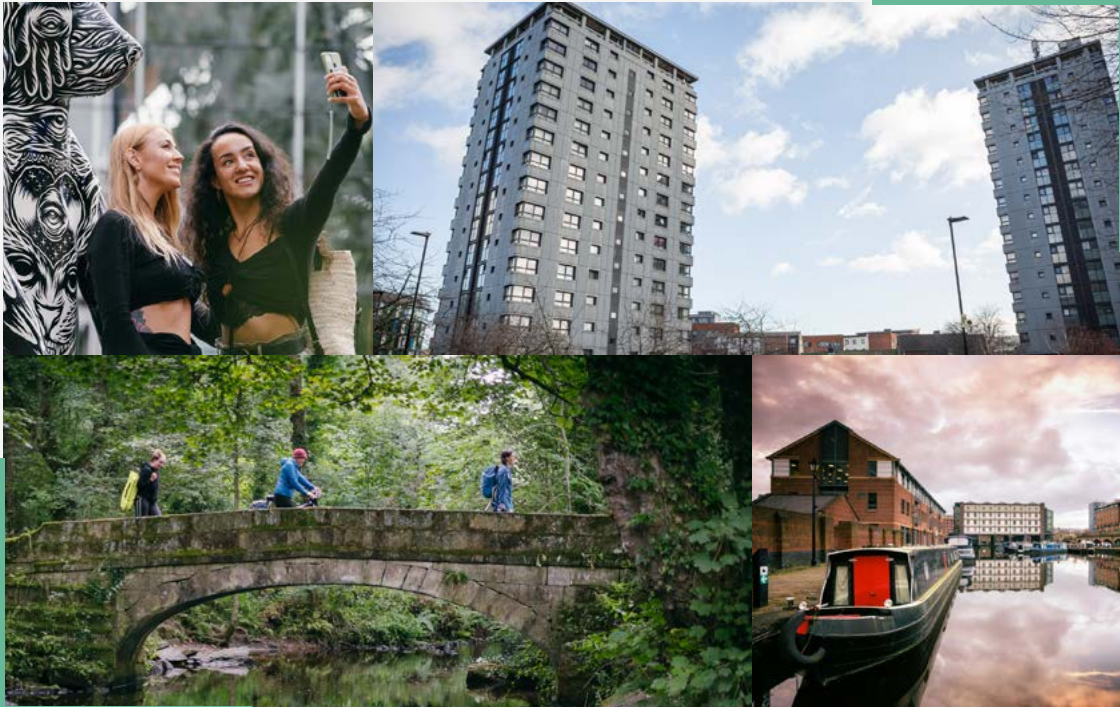
Final interview:

14th January 2025 | in-person | at Sheffield City Council offices

There will be a final panel interview, with Deputy Leader of the Council & Deputy Chair of the Charity Trustee Sub-Committee (Cllr Fran Belbin), the Chair of the Housing Policy Committee (Cllr Douglas Johnson) and Deputy Chair Housing Policy Committee (Cllr Penny Baker). Jim Green from Campbell Tickell will also be in attendance.



CAMPBELL TICKELL



Director of Housing Services

Sheffield | £120,801 market supplement possible for exceptional candidates

The spotlight on LA housing has never been sharper. We know it's a tough environment, but it is also hugely fulfilling, because you get to make a positive impact across thousands of lives. And in this case your influence will be felt right across a dynamic, diverse, and vibrant city. So, while this is a big role (a portfolio of 40,000 homes) it is also a post where the value and potential of high-quality housing is very well understood and anchored within an ambitious strategic framework.

We seek a senior professional who brings extensive experience of housing or property management including repairs (or both) gained in either a LA or RP setting, with a track record of

delivery that includes turning around service quality, and importantly ensuring your residents, staff and other stakeholders are bought into making that journey.

The regulatory landscape is rightly shaped around safety and engagement. At Sheffield, you will find a Council that is focused on those things too. Not to earn a regulatory stamp of approval, but because they know those are the building blocks for affordable housing to be purposeful. If you share our rounded view of what housing can and should deliver, providing people with warm, safe, and high-quality homes; supporting communities and neighbourhoods to thrive and prosper; and ensuring there

is equity in access to opportunity and aspiration, then we would love to hear from you.

NOTE: Sheffield City Council are conducting a role review programme, which may result in changes to roles and grades from 2026. For more information, please read our **latest update**.

Please contact **Kelly Shaw** at kelly.shaw@campbelltickell.com to arrange a conversation. A job pack can be downloaded from www.campbelltickell.com/jobs/
Closing Date | Monday, 2nd December 2024 (9am)



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