

Find yourself in **Hackney**

# Recruitment Pack

## Strategic Director, Housing

February 2021



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, noting that 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 submit your completed application documents using the online form, which is accessible via our jobs page: <https://www.campbelltickell.com/jobs/>

**Applications must be received by Monday 22<sup>nd</sup> March 2021 at 9.00 a.m.**

Please ensure we receive your application in good time. If you do not see an onscreen confirmation message after submitting your application using the online form, please call us on 020 3434 0990.

Further information on the role and Hackney Council can be found on [recruitment.hackney.gov.uk/leadership](https://recruitment.hackney.gov.uk/leadership) Please do, however, 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 at [yvonne.frayling@campbelltickell.com](mailto:yvonne.frayling@campbelltickell.com)

Kind regards,

*Yvonne Frayling*

**Yvonne Frayling**

**Senior Recruitment Associate**

## Welcome Letter

This year has seen all our certainties overturned; the way we work, how we interact with our residents and colleagues, how we provide services, how our local economies function. 2020 has given us new challenges, but more than anything, it has intensified our existing challenges, and our focus on them. We are really concerned about the way that Covid has impacted on our communities and worsened inequalities. This is why we have been very quick to reset our corporate priorities, thinking about how we rebuild a better Hackney that is for all our diverse communities.

Before Covid, we were working to make Hackney fairer, safer and more sustainable. Now those things are even more important, and more urgent. We are determined that out of this uniquely challenging set of circumstances, we will renew ourselves as an organisation, and our commitment to our underpinning values. We will rebuild a better Hackney than the one we saw at the start of last year.

The people who apply for senior level roles in the organisation, will be vital to helping us overcome these new challenges, and meet our ambitious goals, together as one team. We are looking for exceptional individuals with creativity and vision, with a track record in leadership, and who can share our passion and commitment for Hackney, and for building a fairer future for everyone who lives here. We look forward to welcoming you to Hackney Council.”

**Philip Glanville, Mayor of Hackney**

**Tim Shields, Chief Executive**

We are driven by recruiting the best and people to deliver for the diverse communities of Hackney. We are underrepresented by Black and Asian and Minority Ethnic people, and disabled people, at senior levels so we particularly welcome applications from these groups, so we have the best and widest pool to choose the best from.

Thank you for taking the time to look at this exciting opportunity.

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. Hackney is one of the UK's biggest social landlords, with a housing stock of around 30,000 tenanted and leasehold properties.

Nearly five years ago, we took our housing services back in-house when our ALMO contract ended. Behind this was a corporate and political ambition to put the service back at the heart of the Council, and to re-establish that direct relationship with and accountability to our tenants and leaseholders. More broadly, it was in keeping with our firm commitment to in-house service provision. Over the past decade, Hackney has been one of the biggest builders of new homes for social rent, and we have also invested heavily in our existing stock, meeting and exceeding the Decent Homes standard across thousands of properties. We will be investing around £240m on our capital programme building and maintaining homes over the next three years, and alongside our roster of trusted contractors we want to grow and develop our DLO to increase our in-house capacity and provide training and careers for local people.

Hackney is very proud of its social housing. Our role as a landlord to thousands of families and individuals across the borough is one of the most important things that we do as a Council. We aspire to provide exceptional services to our tenants and leaseholders, but beyond that we want to use our role as a landlord to transform the life chances of the people who live on our estates, to tackle inequality in attainment, employment, and health. This is an agenda for the whole Council and we are looking for someone who is fully committed to this 'whole citizen' approach to resident engagement, and who can see beyond the bricks and mortar of our landlord relationship. Housing in Hackney is not a stand-alone function but an integral part of our mission as a local authority, and every part of the Council has a role to play in this.

As a Strategic Director this role has an important corporate role as part of the Council's senior management team, and a cohort of Directors charged with shaping and driving cross-cutting strategic agendas across the whole organisation. You will be an exceptional team player with a passion for working with colleagues to innovate and improve services.

You will have a strong background of leadership in the housing sector. You will have experience of working with elected Members, understand the challenges and benefits of delivering services in a diverse inner city area, and have shown a demonstrable commitment to inclusive leadership throughout your career.

If you want to join an award winning Council housing service and help us to deliver exceptional services for our tenants and leaseholders, Hackney Council is the place for you and I look forward to hearing from you.

**Ajman Ali – Group Director, Neighbourhoods and 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. With an estimated population of 273,526 residents, a figure which is projected to increase to 320,000 by 2033. 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 2019, 75% of tenants were satisfied with the housing service in Hackney and our residents believe that in their local area people from different backgrounds get along well with 84% feeling a strong sense of belonging.

Attainment in Hackney maintained schools is amongst the highest in the country – with 48% of students achieving grade 5 or above in English and maths GCSE in 2019, well above the 40% for schools in England. 94% of pupils in Hackney schools, which have been inspected by Ofsted, now attend a good or outstanding school.

The borough is also a great place to live and work where residents enjoy access to some of the finest parks (with 27 having Green Flag status) and open spaces and leisure and cultural facilities in London, but we have a crisis in affordable housing. The average price for a flat or maisonette is 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. Many 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 are also building more homes through our innovative cross subsidy approach and in the last year alone 70% of new home completions built by the Council have been for social rent, shared ownership and Hackney Living Rent.



Between 2010/11 to 2020/21 the government’s annual grant to Hackney will have fallen by £140m – a cut of 45% in the General Fund. Over the last year, the pandemic has had a huge impact on the Housing Revenue Account (HRA) budget for managing and maintaining council homes, with more tenants put into financial difficulty and struggling to pay their rent.

But despite this, we are continuing to invest in Hackney to make it fairer, safer and more sustainable. A key priority this year is to complete the procurement to deliver our capital programme for the years ahead and implement our asset management strategy. Our staff have done a remarkable job in continuing to deliver for our residents and this was recognised nationally when we won the “Council of the Year” for housing services at the UK Housing Award 2020.

Our Local Plan sets out the need to build 26,000 additional new homes by 2033 and ensure these are genuinely affordable. We will also look to maximise the value of our estate, to provide investment in public infrastructure, create high quality neighbourhoods that are child-friendly and affordable workspace to support the development of businesses. There is work to be done to address economic polarisation, closing the gap between the poorest and wealthiest and harnessing economic growth for all our citizens as part of our inclusive economy strategy. This will ensure that everyone benefits from economic growth and rebuilding of a better Hackney as many 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 and crime. The Housing Service has an important role to play in helping to address some of these issues.

The pandemic has resulted in the HRA incurring significant costs and over 100% increase in arrears levels. Whilst we have successfully managed to set a balanced budget for 2021/22, further savings and efficiencies will need to be identified for future years to respond to this. We will campaign on behalf of Hackney residents and lobby national and regional government for a better deal for Hackney.



## Job Description

<b>Responsible To:</b>	Group Director, Neighbourhoods and Housing
<b>Grade:</b>	CO2
<b>Location:</b>	London Borough of Hackney

### PURPOSE OF THE JOB:

- As a member of the Neighbourhoods and Housing Services Management Team 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 Strategic Director, Housing 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
- Leasehold services
- Resident engagement and participation
- Anti-social behaviour service

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

Indicative staffing: 650 FTE (including agency staff)

## **CORPORATE ACCOUNTABILITIES:**

### **Corporate Responsibilities:**

- Actively contribute to the leadership of the Council in a way that promotes a 'one organisation' approach.
- Develop and maintain positive relationships with elected members to ensure the Council strategic priorities are effectively implemented and to support Members to undertake their strategic monitoring role.
- To promote equality among all staff and ensure that services are delivered in a non discriminatory way, that is inclusive of disadvantaged groups.
- To promote sustainability in the management of Housing, 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.
- Participate in the GOLD rota as directed by the Group Director, Neighbourhoods and Housing to ensure emergency planning and business contingency arrangements are in place throughout the Council.
- Deputise on a rota basis for Group Director, Neighbourhoods and Housing.

### **Service:**

- Actively consider new and innovative ways of delivering services that provide high quality and good value for money. Research and benchmark to establish most effective delivery methods.
- Drive the implementation of consistently high quality service standards and levels of customer service, establish and monitor performance using Council project management and service review approaches.
- Ensure there is effective integration of related services within and across directorate and the Council, ensure the contribution of partner and contractor organisations is appropriately harnessed.
- The post holder is expected to work outside of normal office hours, including attendance at evening meetings or committees, for which no additional payment will be given.
- The post holder will be expected to undertake additional duties or responsibilities consistent with the role as allocated by the Group Director.

### **People:**

- Work collaboratively with the Council's partners to inform strategic decision making sure that this supports the delivery of specific corporate programmes and the community strategy.
- Establish clarity around expected outcomes and standards, providing clear lines of accountability and delegated authority.
- Establish and promote a culture of learning and workforce planning that enables staff to realise their potential, manage their careers and therefore improved outcomes for Hackney residents.

## Finance:

- Challenge and sign off financial strategies and plans / budgets that support the effective delivery of strategic priorities.
- Monitor the Divisional budget and ensure it is effectively controlled within cash limits, driving down spend where appropriate.
- Hold managers to account to provide services that are delivered or procured that represent value for money.

## Person Specification

### TECHNICAL EXPERIENCE

Proven technical knowledge and experience in delivering some or all of the following areas:

- Housing management
- Repairs and maintenance
- Tenancy Management Organisation liaison
- Housing Revenue Account
- Planned asset management
- New build management & maintenance
- Resident safety
- Housing transformation
- Resident engagement and participation
- Leasehold services

### QUALIFICATION

A qualification in at least one of the above areas within Housing or a management qualification with extensive experience to carry out the functions associated with the post.

### SKILLS AND KNOWLEDGE

#### Accountability

- Political awareness with proven experience of building positive relationships with elected members to balance political drivers with strategic priorities.
- Experience of creating a culture of learning, to maintain a capable and high performing workforce.
- Experience of providing leadership within a dynamic and changing environment.

#### Delivery

- Experience of interpreting vision and strategy to drive delivery through strong and effective leadership.
- Experience of setting service standards that will enhance the reputation of the Council and empowers others to deliver.
- Experience of leading and delivering successful organisational and cultural change programmes.

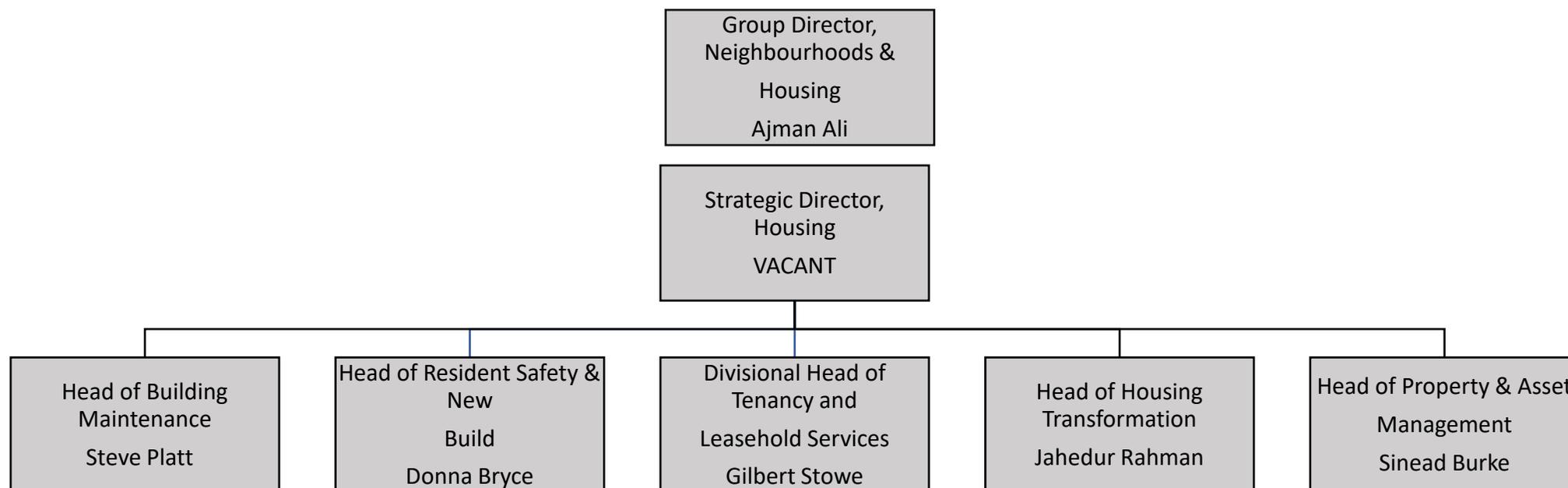
#### Decision Making

- Experience of making difficult decisions through the analysis of relevant information and risk assessment.
- Able to make decisions that demonstrate commitment to the Council's vision for a better Hackney.

## Working Together

- Experience of establishing and facilitating cross organisational working that shapes and influences the benefits of having a diverse workforce.
- Experience of developing services that takes account of the needs of diverse stakeholder groups.

# Organisational Structure



## Principal Terms and Conditions

### Position:

Strategic Director, Housing

### Remuneration Package:

Up to £136k

### 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 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 22nd March 2021 at 9.00am**

The client meeting to agree longlisted candidates will take place on Friday 26<sup>th</sup> March 2021. Candidates will be notified of the outcome later that day.

### First Interviews:

**Monday 29<sup>th</sup> or Wednesday 31<sup>st</sup> March 2021**

Longlisted candidates will be interviewed by a Campbell Tickell panel and also have a session with a technical assessor who has been recently working in the service. The interviews will take place virtually.

### Testing and Information Gathering:

**Week Commencing 5<sup>th</sup> or 12<sup>th</sup> April 2021 (avoiding statutory bank holidays)**

Longlisted candidates will have sessions with a range of stakeholder groups including:

- Members of the Housing Staff Form. Candidates will give a presentation to the group followed by a Q&A session
- Local stakeholders (including members of the Residents Liaison Group and young people)

These sessions will take place virtually.

**Week Commencing 12<sup>th</sup> or 19<sup>th</sup> April 2021**

Shortlisted candidates have One to One sessions with both the Mayor, Philip Glanville and CEO, Tim Shields. These sessions will take place virtually.

### Final Interviews:

**Wednesday 28<sup>th</sup> April 2021**

Final Panel Interview with the following selection panel:

- Cllr Clayeon McKenzie, Cabinet Member for Housing,
- Ajman Ali, Group Director Neighbourhoods and Housing,
- Anne Canning, Group Director Children, Adults and Community Health
- Mo Akpore, Senior HR Business Partner
- Yvonne Frayling, Campbell Tickell.

The Final Panel Interviews will be held face to face if government law and advice at the time allows.

## Supplementary Information

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

For further information on Hackney Council, the role and the following corporate documents please visit:

[recruitment.hackney.gov.uk/leadership](https://recruitment.hackney.gov.uk/leadership)

The Corporate Plan

Hackney's Community Strategy - 2018 – 2028

Rebuilding a Better Hackney

Hackney Housing Strategy

Housing Asset Management Strategy - 2019 – 2027

The Local Plan



# WORKING FOR BETTER HOMES

Strategic Director, Housing up to £136,000

We are looking for an outstanding housing professional to take on one of the biggest, most challenging and most rewarding jobs in the sector. Our role as landlord to over 30,000 homes and the individuals and families that live in them is one of the most important things we do as a Council. We now want to build on our substantial legacy of building new homes for social rent and meeting and exceeding the Decent Homes standard in thousands of our homes. We aspire to provide exceptional services to our tenants and leaseholders, enhancing resident engagement and using our role as landlord to transform the life chances of the people who live on our estates. We want to make the housing services a truly integral part of the Council and where every part of the Council supports this “whole citizen” approach.

You will join the Council’s Senior Management Team and will share our passion and commitment for Hackney, and for building a fairer future for everyone who lives here. If this sounds like an inspiring proposition to you, we encourage you to download the job pack from [www.campbelltickell.com/jobs](http://www.campbelltickell.com/jobs) and visit [recruitment.hackney.gov.uk/leadership](http://recruitment.hackney.gov.uk/leadership) for further information.



For an informal and confidential discussion about the role, please contact **Yvonne Frayling at Campbell Tickell on 07539 373 827 or email [yvonne.frayling@campbelltickell.com](mailto:yvonne.frayling@campbelltickell.com)**

**Find yourself in Hackney**



Hackney Council works to eradicate discrimination on the basis of race, religion, gender, gender identity, sexual orientation, disability, pregnancy and maternity, age and marital status. We are driven by recruiting the best and people to deliver for the diverse communities of Hackney. We are underrepresented by Black and Asian and Minority Ethnic people, and disabled people, at senior levels so we particularly welcome applications from these groups, so we have the best and widest pool to choose the best from.

# CAMPBELL TICKELL

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