

Report of: Chief Officer (HR)

Report to: Employment Committee

Date: 10th March 2016

Subject: Appointment of Chief Officer Housing Management. Environment and Housing

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix 4 is exempt under rule (10.4 (1) & (2))	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Summary of main issues

The current Chief Officer, Housing Management left Leeds City Council on 24th January 2016 to pursue an opportunity outside of the Council.

This report outlines the recruitment to the post of Chief Officer Housing Management within the Environment and Housing directorate.

The directorate have engaged the services of Gatenby Sanderson to assist in this recruitment exercise.

The directorate have set out a proposed timetable and process for the recruitment exercise.

Recommendations

The Employment Committee is asked to:

1. Agree to the recruitment of the post of Chief Officer, Housing Management on a permanent basis following the timetable set out in this report.
2. Agree that the process for recruitment will be an initial long list Employment Committee followed by a shortlisting Employment Committee to agree a shortlist of candidates to invite to formal interviews. Interviews will take place at the final Employment Committee.

1. Purpose of this report

- 1.1 This report outlines the process for the recruitment of the Chief Officer, Housing Management, Environment and Housing.

2 Background information

- 2.1 The current Chief Officer, Housing Management left Leeds City Council on 24th January 2016 to further her career elsewhere.
- 2.2 The director wishes to undertake a recruitment campaign to appoint a permanent Chief Officer, Housing Management.
- 2.3 Whilst this process continues an interim, internal appointment has been made on acting up basis.

3 Main issues

- 3.1 This role is strategically responsible for the leadership, management and continuous improvement of a range of housing management services and functions, with accountability and responsibility to the Director of Environment and Housing. The Council manages over 56,000 homes. Key responsibilities include tenancy management, rental income management and lettings. The post also manages the council's provision of housing advice, adaptations and the Travellers' Service and will also oversee the regulation of private sector housing. This crucial appointment requires excellent leadership and decision-making skills and substantial experience within the housing arena, gained at a senior level in the sector.
- 3.2 This key role should be attractive to a wide cross section of candidates nationally, both from other Local Authorities and from the third/private sector. In order to attract high calibre candidates the services of a search and selection consultancy is sought in order to approach and attract key personnel outside of Leeds City Council.
- 3.3 In view of the above the director has approved the appointment of Gatenby Sanderson to assist in the search and selection process for the right candidate. Gatenby Sanderson are specialists in senior public sector recruitment and have undertaken a number of senior assignments for the Council
- 3.4 The recruitment process is being coordinated by Human Resources. The post advert and the job description are attached as appendix 1 and 2. The process identifies the following steps:
1. Closing date for expressions of interest in the role will be 4th March 2016 with an Employment Committee for longlisting on 10th March 2016
 2. Following longlisting selected candidates will attend an Assessment Centre run in conjunction with HR and Gatenby Sanderson. Candidates will undertake:
 - A stakeholder discussion with key internal and external stakeholders

- A technical interview facilitated by Gatenby Sanderson
 - A behavioural interview conducted by the Real World group
 - An brief discussion with the director Neil Evans
3. The outputs from the assessment centre will be reported to the Employment Committee for shortlisting in order to identify those candidates the Employment Committee wish to invite for the final interview. The date for this committee is to be finalised.
 4. The Employment Committee set for 13th April 2016 is proposed as the formal interview for shortlisted candidates.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The proposals contained in this report have been consulted with the Executive Board Member and key partners. The consensus is that for such a key critical role a wide search for the best candidate should be undertaken.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 This post has had an equality impact assessment. (Appendix 3)

4.3 Council policies and the Best Council Plan

- 4.3.1 This post will make a significant contribution to the Best Council Plan objectives and will also play a leading role in a number of the key Breakthrough projects especially making Leeds the best place to live.

4.4 Resources and value for money

- 4.4.1 The post is an established post within the budget provision for 2016/12017.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 This post is a Member appointment given its reporting lines and will be recruited to in accordance with Officer Employment Procedure Rules.
- 4.5.2 Candidate information is exempt. Candidate details will be sent to panel members under separate confidential cover as Appendix 4.

It is considered that since this information relates to the personal details of candidates it is not in the public interest to disclose this information at this point in time. Also it is considered that the release of such information would or would be likely to prejudice the Council's ability to recruit effectively to similar posts in the future

It is therefore considered that this element of the report should be treated as exempt under Rule 10.4. (1) and (2) of the Access to Information Procedure Rules.

4.6 Risk Management

- 4.6.1 The Housing Management arrangements in Environment and Housing are of strategic importance to the effective delivery of services across the city supporting social and economic wellbeing. Failure to provide appropriate leadership and strategic direction in the next period would pose a significant risk.

5 Conclusions

- 5.1 Members of the Employment Committee are to agree the content of this report

6 Recommendations

- 6.1 The Employment Committee is asked to agree the following:
- 6.1.1 Agree to the recruitment of the vacant post Chief Officer, Housing Management.
 - 6.1.2 Agree to the recruitment process as set out in paragraph 3.8.

Background documents¹

None

Appendices to the report

Appendix 1 Job Advert

Appendix 2 Job Description

Appendix 3 Equality screening report (separate attachment)

Appendix 4 Candidate Information - exempt under rule (10.4 (1) & (2)) To be sent under separate cover

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Leeds City Council

Chief Officer Housing Management

Salary to £88,317

Leeds is a thriving, diverse and ambitious city, and we are determined to make it the best city to live in. The provision of good quality and affordable housing has a huge influence on the lives of our residents. We recently took the decision to move our housing stock back under direct Council control. This allows us to offer a better service to our tenants who live in our 57,000 homes as well as save money through efficiencies.

We are now seeking a new Chief Officer to help us lead the management of council housing including tenancy management and support, allocations and lettings, and rental income management. Managing 600 people, the post also covers homelessness and the regulation of private sector housing. Going forward, there are many challenges and opportunities ahead. We need to bring together a workforce that was previously split between three separate ALMOs and consolidate best practice; improve our engagement with tenants; and adapt to the changing legislative landscape.

Candidates will need to have extensive senior experience in a housing function, ideally within a local authority setting, strong operational understanding, as well as excellent management skills. Strong relationship skills, with particular emphasis on experience of successfully working with elected Members are also key. You will also need to work closely with colleagues across the council and external partners to ensure a joined up approach to a wide array of issues.

For more information please see: www.transformingleeds.gov.uk or contact our advising consultants Tim Hills () or Luke Judd ()

Closing date: 4 March 2016

Appendix 2 – Job Description and Employee Specification

Job Title:	Chief Officer Housing Management	Directorate:	Environment & Housing
Grade:	Director 75%	Salary:	£80,286 - £88,317
Reports to:	Director of Environment and Housing	Date:	February 2016

Job Purpose:

The Chief Officer is strategically responsible for the leadership, management and continuous improvement of a range of services and its functions, with accountability and responsibility for the delivery of agreed outcomes, targets and objectives in line with Council priorities and agreed budget. The Chief Officer is responsible for developing and leading a high performing workforce that is representative of the communities and people of Leeds. Where appropriate and set out in specific accountabilities, the role has overall responsibility for fulfilling the Council's statutory obligations.

Principal Accountabilities:

- To ensure the delivery of an efficient, enterprising, sustainable and customer focussed service to the city. To provide transformational leadership to include the continuous improvement of the service to interpret and meet the needs of citizens and stakeholders.
- To develop and lead partnerships and relationships across the city and region to ensure the alignment and delivery of service priorities set out within the Best Council Plan and key projects.
- To represent the Council and city on service related issues, seeking to influence others including partners, government and other key regional and national stakeholders.
- To take the strategic lead in developing the service in the context of city, regional and national priorities.
 - Be accountable to the Director of Environment and Housing for the achievement of service performance, outcomes and objectives (including people measures) within the approved budget for the service. To be actively involved in preparing, managing and controlling budgets and take responsibility where appropriate for assigned budgets.
 - To be responsible and accountable for developing the service to ensure it has a workforce and culture that is representative of the communities and people of Leeds and develops its people and practices to support the Council ambition.
 - To lead managers within the service to develop and maintain a high performing workforce and manage resources to achieve service and overarching objectives, in the context of the city, regional and national priorities.
 - To lead by example, fostering effective joint working within the Council and across the Region. Provide strategic direction and support to colleagues, clients and immediate line reports,

creating an organisational culture of shared accountabilities, learning and continuous improvement.

- To actively drive and deliver continuous improvement initiatives through leading and contributing to cross Council projects, collaborative working with partners and supporting Directorate Management Teams.
- Within a number of service areas, to take responsibility for maintaining effective communications with staff, service users, councillors, trade unions, partners and other stakeholders and which supports open, inclusive, responsive and accountable government.
- To be accountable for the safety of staff, service users and contractors in accordance with Legislation and the Council Health and Safety Policy.
- To be accountable for and provide appropriate strategic advice relating to the work of the Directorate to Members and council officers and other stakeholders so as to manage risk and support them in their respective roles.
- To maintain a comprehensive knowledge of local, regional and national issues as they relate to service matters and influence council policy and practice as necessary.
- To deputise for the Director as appropriate on range of internal and external issues
- To make delegated decisions regarding service issues in line with the Directors Scheme of Delegations.
- As a senior manager in the Council to work flexibly as required to meet Directorate and Corporate priorities.
- As a leader in the organisation with key people management responsibilities to undertake duties in relation to people management policies such as Investigating Officer and Hearing Officer.

Specific Responsibilities:

You may be required to work across a range of services within Environment and Housing, with specific responsibilities outlined as follows:

Chief Officer Housing Management

- To lead and be accountable for the delivery of the range of Housing Management services provided across the city, including the Council's Housing Options service. To ensure the people of Leeds and communities receive responsive and relevant services. To recognize and maximise opportunities for a locality based approach.
- To lead and provide strategic direction for the Housing Options service to deliver the statutory homelessness and housing advice functions of the Council.
- To work collaboratively with senior managers across the Council and key partner organisations (e.g. Health, Adult Social Care) to ensure an integrated approach to the Housing Options strategy and delivery for vulnerable community groups.
- To establish, maintain and influence relationships with internal and external partners (including private landlords and Housing Associations) to create a multidisciplinary approach to deliver services for housing management services and for housing support service, adaptations and for gypsy and traveller communities.
- To lead and develop the Council's Housing Management Strategy and work with partners and stakeholders across the city to deliver effective housing solutions for communities with complex and/or vulnerable needs.
- To lead and deliver an effective execution of tenancy and estate management in line with local and government policies.
- To provide strategic leadership and responsibility to oversee tenancy support strategies for Council Tenants that will prioritise the most vulnerable citizens, address homelessness, safeguarding and support independent living.
- To lead, implement and deliver the Councils Allocations & Lettings policy; optimising tenant and community involvement.
- To be accountable for income management activity to meet required targets and to ensure it is optimised through efficient rent collection (which accounts for approximately £200 million per annum) and management of voids.
- To be lead the development and implementation of strategies to support tenants affected by welfare change.
- To work collaboratively with other Chief Officers and relevant partners who have responsibility for housing to ensure the above activities are co-ordinated in line with overall strategy.

Approval: I confirm that this document conveys a full and accurate description of the job as of February 2016

Signed: Neil Evans, Director of Environment and Housing **Date:** February 2016

DIRECTOR 75%

EMPLOYEE SPECIFICATION

In order to fulfil the standard requirements of the post, post holders must meet the following requirements. Candidates for selection for the post will only be shortlisted for interview if they can demonstrate in their application that they meet these requirements.

Motivate Teams, Individuals and Self

- **Ability to provide visible and supportive leadership, which empowers, enables and develops staff to achieve results.**
- **Provide direction and energy to achieve strategic objectives.**
- **Substantial senior leadership and management experience in a service or operational area relevant to the area of service delivery in the remit of the post.**
- **Commitment to continued professional development.**

Manage staff performance

- **Ability to manage and monitor performance effectively and set clear objectives for the review of individual and service level performance.**
- **Ability to coach and mentor staff and other managers effectively to develop a culture of high performance**
- **Ability to translate strategic outcomes, service plans into clear objectives.**
- **Experience of successful strategic and operational resource management including the evaluation of competing priorities and management of accountabilities.**

Promote and celebrate diversity

- **Understand and promote policy on equal opportunities and diversity in both service delivery and employment.**
- **Enable all diverse communities to make use of council services.**
- **Personal integrity with commitment to fairness, equality and diversity.**

Improve service delivery

- **An understanding of and commitment to sustainability in service delivery.**
- **To be able to demonstrate a knowledge of legislation, regulations, policies, inspections and performance information applicable to the relevant strategic functions.**
- **To be able to demonstrate examples of managing services, implementing change and achieving quality transformational outcomes.**
- **Demonstrate effective leadership and management to achieve significant, sustainable service improvements and outstanding results in a multi-disciplinary environment.**

Manage projects

- **Ability to lead change programmes, improve service quality and support a culture that drives up standards**

and performance.

- Ability to take forward initiatives and policies from development to implementation using project management methodologies.
- Substantial experience of working effectively with others to deliver cross sector or cross service projects.
- Ability to manage competing priorities whilst ensuring delivery on a range of programmes and adapting to changing circumstances and priorities.

Promote customer focus

- An understanding of community issues relevant to the area of service delivery in the remit of the post.
- Good understanding of the public sector and its relationship with the private and third sectors.
- Experience of managing services to meet customer needs.
- Evidence of significant experience and commitment in relation to the engagement of relevant citizens, customers, communities and stakeholders in decision making processes.
- Demonstrate a detailed knowledge and understanding of Housing issues within Leeds.

Effective communication and engagement

- Ability to put corporate vision and values into practice through agreed policies and strategies.
- Significant experience of making an effective contribution to internal and external meetings, networks, forums including those at a local, regional and national level.
- Ability to develop productive working relationships that command respect, trust and confidence.
- Ability to produce comprehensive high quality reports, business cases and to deliver presentations to a diverse audiences on a range of complex strategy and policy.

Solve problems and make decisions

- Ability to resolve conflict and demonstrate effective advocacy.
- Ability to collate and analyse complex information to inform decisions.
- Understand and ensure compliance with the legal, financial, governance and control frameworks including risk management
- Demonstrate understanding of the need to balance the corporate orientation with operational responsibilities and accountability.
- Demonstrate ability to develop strategic and business focussed solutions to service and corporate problems.

Work with partners and members

- Understanding of local government political systems and experience of working on politically sensitive issues.
- Understanding of public sector Issues including the impact of government and legislation on Council

strategy and services

- **Experience of developing, managing and contributing to complex partnerships involving various stakeholders to gain ownership of a shared vision and direction to achieve positive outcomes.**
- **Evidence of strategic leadership and credibility whilst working collaboratively across services and with partners to deliver excellent services and outcomes.**
- **Ability to develop and maintain constructive relationships with trade unions including understanding of consultation, negotiation and collective bargaining.**
- **Significant experience of developing productive working relationships with Council Members and members of Corporate Leadership Team that command respect, trust and confidence.**
- **Experience of successful contract procurement, management and monitoring.**